



Metro Bus Long Range Transit Plan Update

Prepared for

St. Cloud Area Planning Organization
St. Cloud Metropolitan Transit Commission

Technical Memorandum 3: Final Report

Prepared by

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Executive Summary

Saint Cloud is a rapidly growing metropolitan area situated along the Mississippi River in the central region of Minnesota. It is located 65 miles northwest of the Twin Cities and in 2000 was officially linked with the cities through designation as a new Combined Statistical Area (CSA), Minneapolis-St. Paul-St. Cloud by the US Census Bureau. Saint Cloud is also home to the St. Cloud State University, the second largest university in the state and the largest member of the Minnesota State Colleges and Universities System.

The transit service in the region, Metro Bus, is operated by the Saint Cloud Metropolitan Transit Commission (MTC). Metro Bus service includes fixed route and Dial-A-Ride service throughout the region and seasonal transit service to the St. Cloud State University (SCSU) campus. A map of the Metro Bus service area is presented in Figure 0-1. The region of interest for this study is the entire Saint Cloud Area Planning Organization (APO) area, which includes Saint Cloud and its surroundings in Stearns, Benton, and Sherburne Counties. Particular interest is paid to the municipalities where Metro Bus service currently is operated (Saint Cloud, Sartell, Sauk Rapids, and Waite Park) as well as two municipalities where future transit expansion has been discussed (Saint Joseph and Saint Augusta).

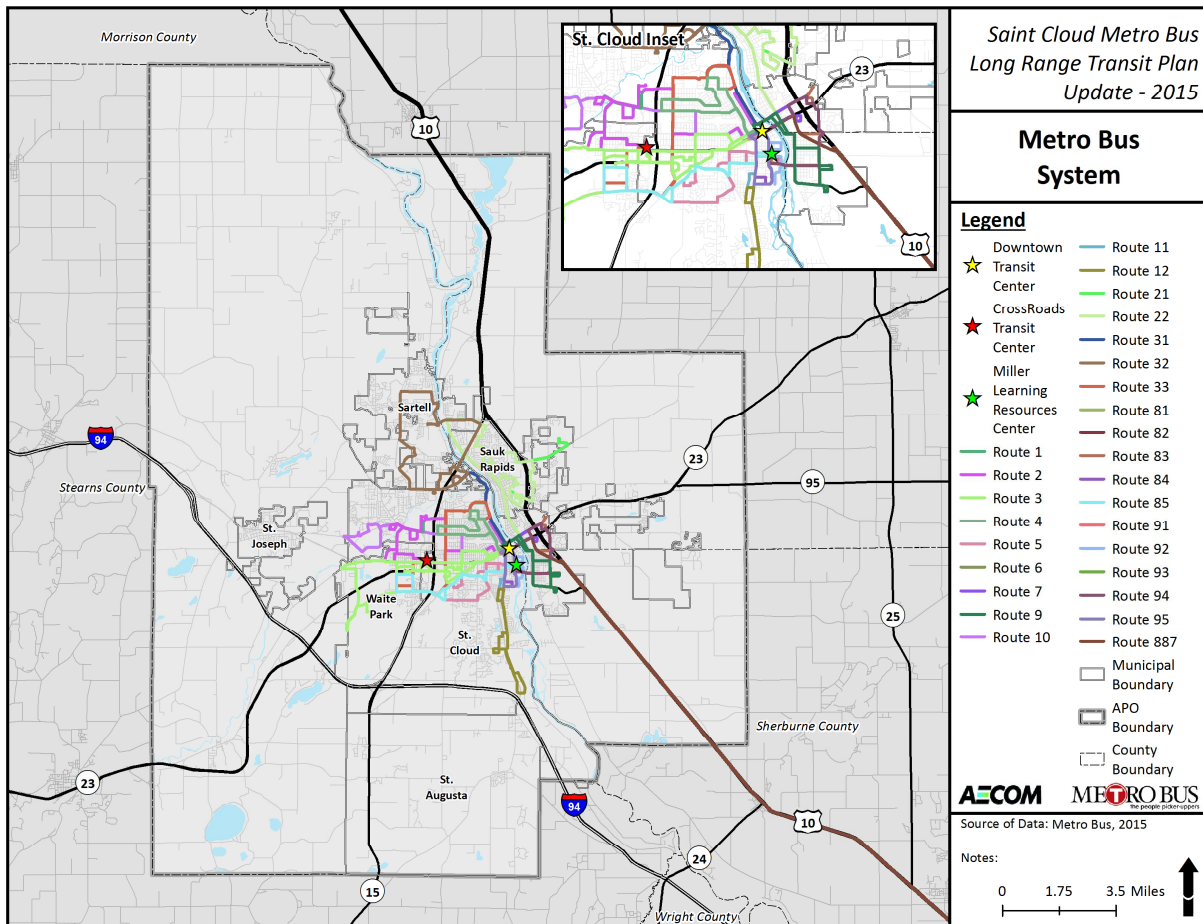
Population – Past, Present, and Future

When looking at the demographics of an area, the current situation as well as the past and projected conditions must be studied. Why changes in transit service were made in the past and how transit needs to change in the future to meet changing demographics and demand can be better understood by looking at the patterns that emerge from such an analysis. The decennial Census provides a “snapshot” of a region’s demographics, which is very useful to understanding the current needs of a population, but does not speak to how the region got to that snapshot or what the future is expected to bring.

Large employers are important to discussions of transit because they are major destinations for a lot of people, many on the same schedule. The Saint Cloud Area Chamber of Commerce maintains a list of the largest employers in Saint Cloud. Major employers are spread throughout the metro area, but are concentrated in Saint Cloud. Major employers are also generally located along major transportation corridors.

Major trip generators are locations frequented by a significant number of people, traveling by all modes, within the study area. Common transit generators include: healthcare facilities, schools and universities, shopping areas, and recreational areas (such as parks). These generators must be considered when evaluating transit service for a region. Major trip generators are spread throughout the metro area, with most located in Saint Cloud. In a later analysis, these trip generators in addition to the transit success score discussed earlier are compared to the paths of current Metro Bus routes to determine if any needy areas or major generators are unserved.

Figure 0-1 – Metro Bus Service Area Overview



Public Outreach

The *Long Range Transit Plan Update* included an extensive community participation program designed to elicit input from members of the general public, current users of the system, community leaders, key policy decision makers and other transportation stakeholders in the Saint Cloud area. Metro Bus and the consultant team completed a multifaceted stakeholder engagement and outreach process to gather meaningful input to the transit development process and help shape the results of the plan. The process included engagement of Metro Bus staff, elected officials, members of the business and academic community, community and agency leaders, current passengers, and the broader community. These stakeholders were engaged through two rounds of meetings and focused discussions, community and on-board surveys, and a series of public open houses. Additional details on each of these components of the outreach and engagement process are included throughout this report.

Whether talking to riders at the drop-in sessions or the various community leaders and stakeholders, it was clear that public transportation is considered an important part of the community's infrastructure, and a part which can be improved in the minds of those who participated. Many concerns, ideas, and

issues were raised in these discussions, which provided a great deal of direction for this project, and which were used in developing concepts and recommendations in subsequent phases.

Existing Conditions and Route Diagnostics

Two major topics within the *Long Range Transit Plan Update* were the existing conditions and route diagnostics. The existing conditions section details the current operations at Metro Bus, financial and operating data and trends, capital assets, and staffing and organization. Following the existing conditions data is information regarding route diagnostics and service standards, including a route-by-route analysis of performance metrics.

Metro Bus, including both fixed route and demand response services, is currently owned and operated by the Saint Cloud Metropolitan Transit Commission (MTC), established in 1969 by the Minnesota State Legislature as a transit authority of the State of Minnesota. The MTC service area includes the cities of Saint Cloud, Sauk Rapids, Waite Park, and Sartell. Within this region, the MTC operates the regular fixed route bus service throughout the week; four local and one express “Campus Clipper” bus routes serving St. Cloud State University (SCSU) on weekdays during the school year; the “Husky Shuttle” service at SCSU on weekdays during the day and weekend nights; three late night routes serving SCSU and downtown St. Cloud on Thursday, Friday, and Saturday nights; and a point-deviated route serving the University and surrounding areas during the evening, seven days per week during the school year. The MTC also operates a demand responsive “Dial-A-Ride” service disabled customers (and the general public at times when fixed route service does not operate).

Service Guidelines

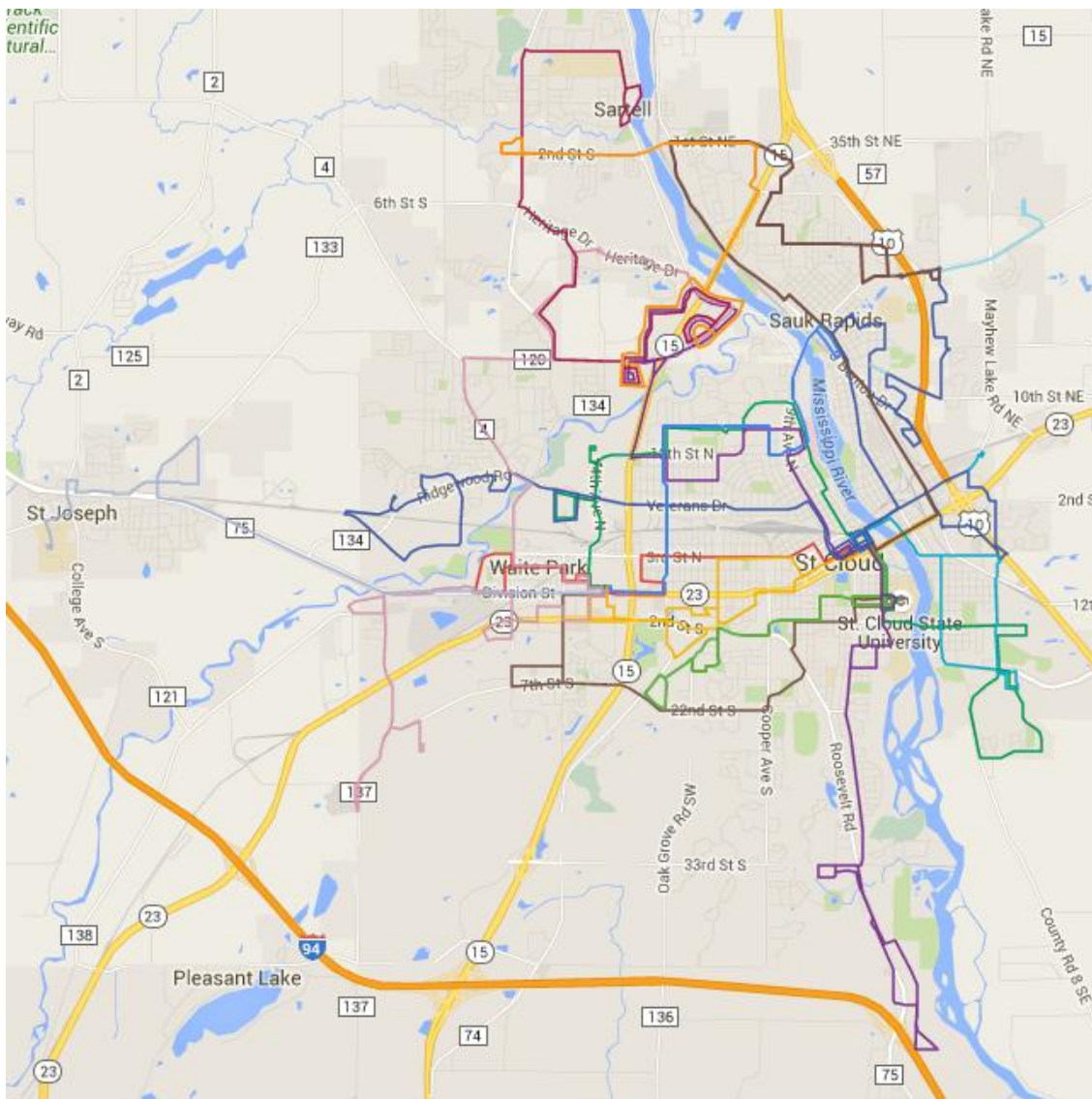
The proposed set of service and performance guidelines appropriate for Metro Bus services are divided into five primary categories – service availability, service design, service quality, fare policy and financial efficiency/productivity that can be applied to individual routes as well as the entire fixed route system. A description of each of the individual standards within the five broad categories is presented in this report.

Route Planning

This report also provides the methodology for developing a route plan for Saint Cloud, as well as the plan itself. This includes the congruency analysis, needs and opportunities, transit oriented development, and development of the route plan. In addition, it is important to note that much of the route plan and planning process itself was informed by the *Moving Forward* plan, which was the previous route plan document developed by the same study team. The route plan is presented in three phases, with recommendations to be implemented over the next three years. An implementation schedule for the route changes is also presented. The analysis of the proposed network includes a finance plan, a capital plan, as well as preliminary ridership estimates.

The system plan was developed by looking at the problems and issues of the current network, the proposals in the *Moving Forward* plan, and the planning precepts. These formed the guideline for individual and system route development. While a “blank slate” plan, where the current fixed route system would be eliminated and completely new routes were drawn, was again considered, a system that modifies and builds upon the current network is what is ultimately proposed. Indeed, the proposed route network meets all of the goals that a “blank slate” plan would have met without confusing the current riders and perhaps thereby alienating some of them. The fixed route plan includes base routes and expansion routes. Figure 0-2 presents the proposed system plan.

Figure 0-2 – Proposed System Plan



This plan contains three phases for adjusting services. Route descriptions and service stats for each phase are presented in the following sections.

Ridership Estimates

Table 0-1 presents the estimated annual ridership for this plan, both by route and phase of implementation.

Table 0-1 – Ridership Projection by Route and Phase

Route	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
1	248,953	248,953	237,644	237,644	251,902
2	242,820	242,820	283,959	283,959	300,997
3	135,000	135,000	135,000	110,444	117,070
4	74,219	74,219	91,174	91,174	96,645
5	64,909	87,056	87,056	87,056	92,279
6	104,946	174,942	174,942	174,942	185,439
7	53,806	62,478	62,478	62,478	66,226
8	0	182,428	182,428	182,428	193,374
9	88,958	75,078	75,078	75,078	79,583
10	26,214	26,214	60,036	60,036	63,639
11	236,400	197,563	197,563	197,563	209,417
12	19,138	161,037	161,037	161,037	170,699
21	58,553	58,553	58,553	83,625	88,643
22	95,402	95,402	95,402	82,997	87,977
30	0	0	52,539	52,539	55,691
31	52,847	52,847	29,868	29,868	31,660
32	28,414	28,414	28,844	28,844	30,574
33	86,240	48,234	48,234	48,234	51,128
34	0	0	0	24,557	26,030
41	0	0	32,485	32,485	34,434
81	43,335	0	0	0	0
82	39,797	0	0	0	0
83	39,207	0	0	0	0
84	33,945	0	0	0	0
85	51,516	0	0	0	0
91	220,529	220,529	220,529	220,529	233,761
92	15,828	15,828	15,828	15,828	16,778
93	25,883	25,883	25,883	25,883	27,436
94	3,411	3,411	3,411	3,411	3,616
95	19,818	19,818	19,818	19,818	21,007
<i>Total</i>	<i>2,110,088</i>	<i>2,236,707</i>	<i>2,379,788</i>	<i>2,392,455</i>	<i>2,536,003</i>

Transit Center Analysis

An analysis was also undertaken to assess the capacity available at both the Downtown Transit Center, as well as at the Crossroads Center. Both facilities appear to have sufficient room to accommodate all of the buses that might appear at one time.

Other Transportation Providers

This report also presents other regional transportation operations and how Saint Cloud Metro Bus will coordinate and interact with these services. The other key transportation project in the region is the Northstar Commuter Rail. Other major operators that Metro Bus needs to coordinate with include the local county rural transit systems and inter-city operators.

Long Range Plan Update

The focus of the Saint Cloud MTC during the planning horizon of the service plan will bear on a near-term restructuring of current services as well as on extending service to Saint Joseph. Expansions of service frequencies and spans are expected to occur at some point beyond the immediate five year planning horizon of this plan, beyond 2020. These assumptions are based on fiscal year 2017 implementation of the route restructuring plan. The state of the local and state funding available for transit service in the Saint Cloud area may impact the implementation of this plan. While this may affect the timeline of the plan, the overall restructuring should not be affected.

1 Introduction

The Saint Cloud metropolitan area, situated along the Mississippi River in central Minnesota, is one of the fastest growing regions in the state, if not the nation¹. It is located 65 miles northwest of the Twin Cities, and it is included in the U.S. Census Bureau's Combined Statistical Area (CSA) of Minneapolis-Saint Paul-Saint Cloud—Minnesota's largest metropolitan area. Saint Cloud is also home to Saint Cloud State University (SCSU), which is the second-largest public university in the state and the largest member of the Minnesota State Colleges and Universities System.

Metro Bus, operated by the Saint Cloud Metropolitan Transit Commission, provides transit service to the area, including the cities of Saint Cloud, Sartell, Sauk Rapids, and Waite Park. Service includes a fixed route system and a Dial-a-Ride program for persons with disabilities. Metro Bus also provides seasonal transit service to the Saint Cloud State University campus. Figure 2-1 is a map of the fixed route system. The study area for this update to the long range plan consists of the Saint Cloud Area Planning Organization (APO) region, which includes Saint Cloud and its surroundings in Stearns, Benton, and Sherburne Counties. Particular emphasis is given to the municipalities currently served by Metro Bus as well as Saint Joseph and Saint Augusta, where future transit expansion has been considered.

The subsequent chapter covers the following eight topics to understand social and economic trends in the communities served by Metro Bus: demographics, socioeconomics, the combination of the two into a potential for transit success scoring system, employment, commuting patterns, land use, future growth and development, and a separate section profiling the Saint Cloud State University (SCSU). Past, present and future population statistics are discussed in the demographics section, as are the concentrations of youth and senior populations in the region. In the socioeconomics section, income statistics, poverty, and households without vehicles are discussed. In a subsequent section, demographic and socioeconomic characteristics that are generally considered to be correlated to higher rates of transit usage are evaluated for the region in order to produce a map of areas of potential transit success. Jobs, major employers, and unemployment are discussed in the employment section and means of transportation to work and place of employment are discussed in the commuting section. In the land use section, both land use and the location of major trip generators are described. Future growth is described based on projected land use changes through 2035. The final section on SCSU describes both the student and employee populations.

Generally the most recent data available from multiple sources were used in this evaluation. The sources, noted in each figure and table, include the US Census Bureau's American Community Survey (ACS), the US Census Bureau's Longitudinal-Employer Household Dynamics Program (LEHD), AASHTO's Census Transportation Planning Products (CTPP), Saint Cloud Area Planning Organization (APO), Saint Cloud Metropolitan Transit Commission (MTC), Saint Cloud Area Chamber of Commerce, Saint Cloud Area Convention and Visitors Bureau and State of Minnesota. Unless otherwise noted, maps present data at the Census block group unit of analysis.

The following chapters provide a holistic view of both the existing transit system as well as of the proposed system modifications that – when taken together in their entirety – make up the Long Range Transit Plan Update. These include the proposed route realignments, operating and capital cost estimates, as well as various other planning elements.

¹ <http://www.minnesotabusiness.com/st-cloud-among-america%E2%80%99s-fastest-growing-cities>

to have slowed while notable growth was seen in the cities of Sartell (16%), Saint Joseph (11%), and Sauk Rapids (10%). Decreases in population were observed in Sauk Rapids Township (-18%) and the city of Waite Park (-3%). These trends may indicate that several of the “bedroom” communities surrounding Saint Cloud may be becoming more urbanized due to their proximity to Saint Cloud.

Table 2-1 – Past, Present, and Projected Population by Municipality

Town	2009 Population	2013 Population	% Change
Sartell	13,657	15,851	16.1%
Sauk Rapids City	11,787	12,943	9.8%
Sauk Rapids Township	537	442	-17.7%
Saint Augusta	3,245	3,381	4.2%
Saint Cloud	66,531	65,996	-0.8%
Saint Joseph City	5,951	6,583	10.6%
Saint Joseph Township	1,853	1,921	3.7%
Waite Park	6,853	6,678	-2.6%

Source: U.S. Census Bureau, 2009-2013 / 2005-2009 5-Year American Community Surveys

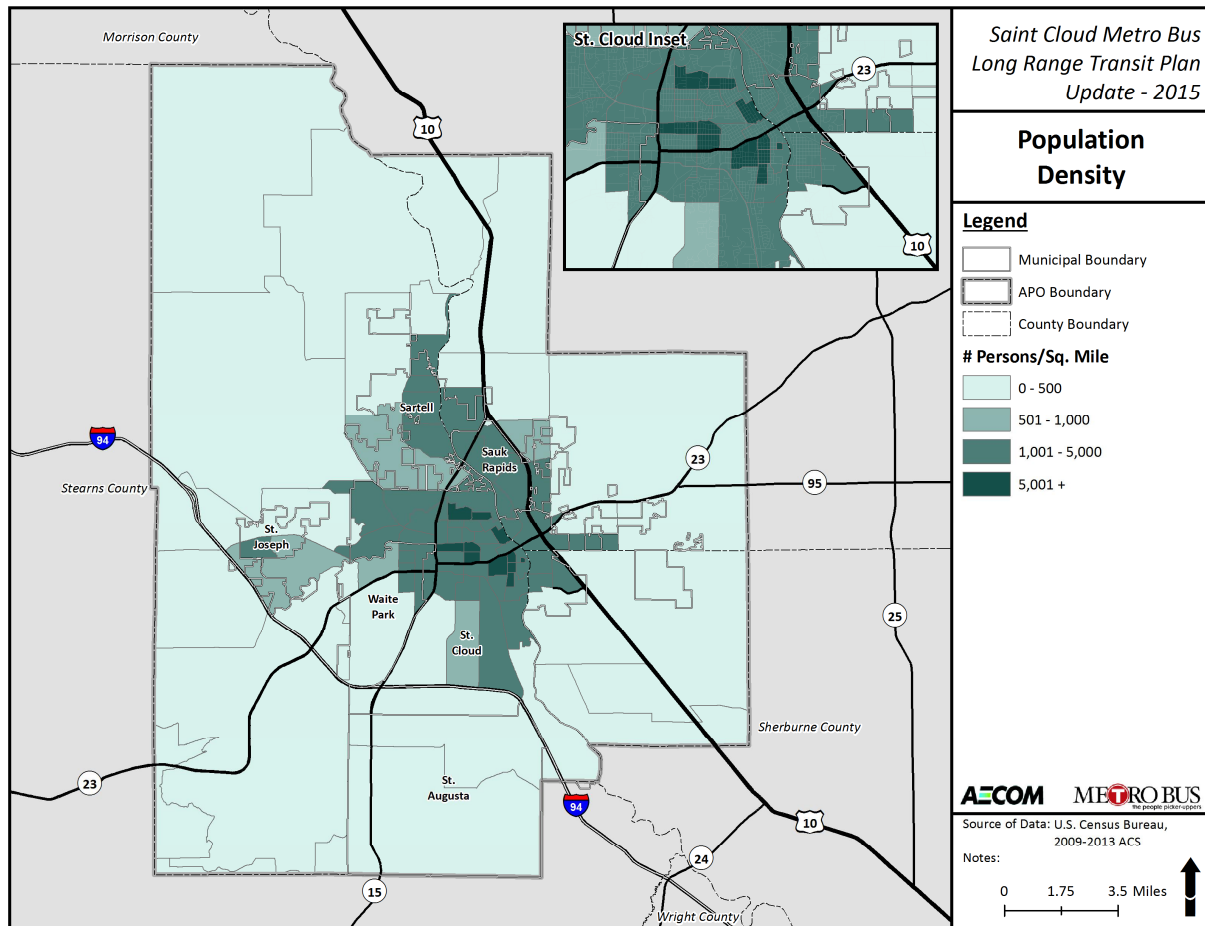
2.2 Population Density

Another important demographic characteristic is the distribution of the population across the region. Population density maps can help identify where populations may be concentrated and where populations may be sparse. Observing population density over time can often indicate areas where the populations may be growing or declining. This can be particularly helpful in transit planning when considering how and where services can best meet the transportation needs of various populations. However, it should be noted that population density can be misleading due to the composition of the landscape. People do not live in heavily forested areas; in wetlands or in lakes, but these areas are often not excluded when calculating the population density of a region. The figures presented in this study are general density figures because they use total land area per political designation, *not* only habitable land.

In 2013, the population density for Saint Cloud was 1,646 persons per square mile—a decrease from that of the previous study, given that the City’s land area has expanded. Figure 2-2 provides a picture of population density by Census block group for Census 2013 population figures. The population in the region is heavily concentrated in Saint Cloud and north into Sauk Rapids and Sartell. As indicated in the previous section, these areas have experienced more population growth since the previous study. Within Saint Cloud, the population is densest downtown along 3rd Street North, 12th and 13th Streets North, and 9th Avenue South.

Across the APO, the population density remained relatively unchanged since 2009 with the exception of some increased density in Sauk Rapids Township, the southwestern portion of Sartell, southwest Saint Joseph, and west Saint Cloud. This may indicate that areas between the various municipalities are becoming more urbanized (infill development).

Figure 2-2 – Population Density



Age directly impacts mobility, especially for younger and older segments of the population. These populations often rely on transit for their transportation needs. Identifying where these populations are concentrated can indicate areas of potential transit demand. Until the age of 16 youth are ineligible to drive, making them dependent on others or on non-motorized modes, such as walking and biking or on transit for their mobility. Once youth turn 16, limited incomes often restrict their ability to own and maintain a vehicle.

2.3 Senior Citizen Population

Senior citizens tend to locate in the more urban areas, where access to healthcare, services and activities are readily available. Table 2-2 notes the distribution of the population ages 65 and older by municipality. In Saint Cloud, senior citizens make up 10% of the population, which remains unchanged from the previous study. The percentage is higher in all other municipalities within the APO. Since the previous study, all municipalities experienced growth in the percentage of their senior populations with the exception of the city of Sauk Rapids (decrease of 0.3%). Excluding Sauk Rapids and Saint Cloud, the percentage of seniors grew by at least 25% in the remaining municipalities, with the highest percentage changes seen in Sauk Rapids Township (90%), Saint Augusta (51%), Waite Park (50%), and Saint Joseph Township (47%).

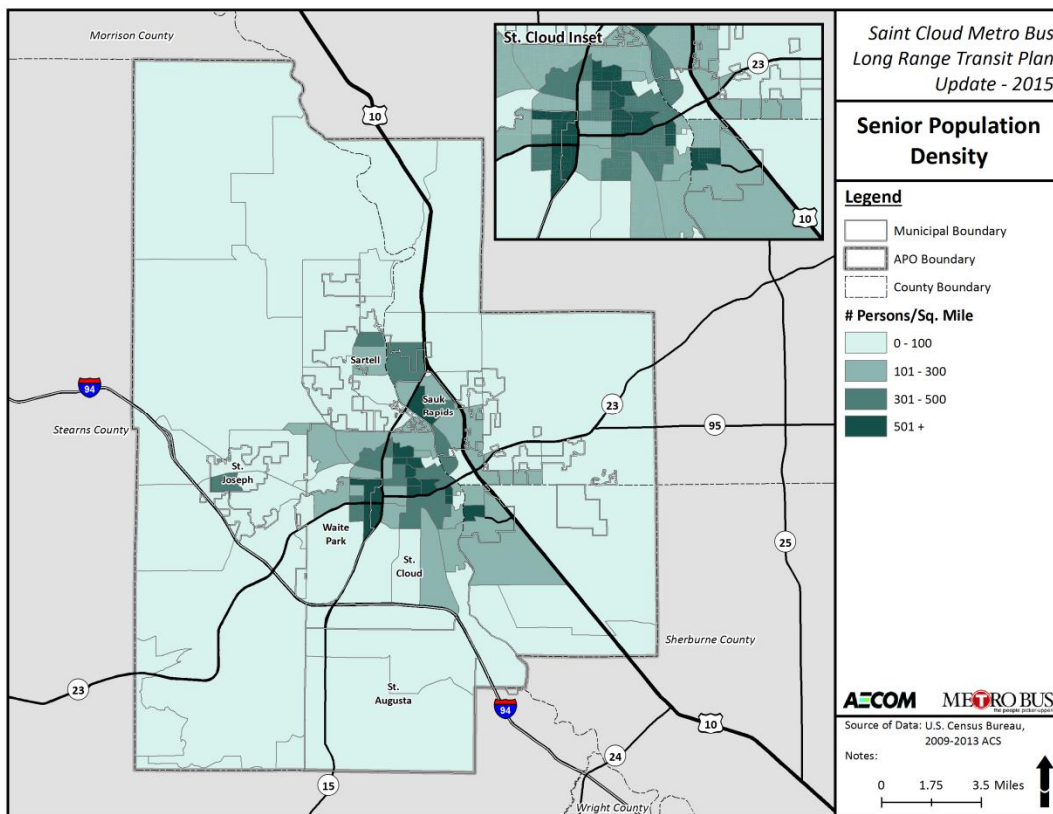
Table 2-2 – Senior Citizen Population by Municipality

Town	Seniors (65 & Up)	% Seniors
Sartell	1,713	10.8%
Sauk Rapids City	1,387	10.7%
Sauk Rapids Township	94	21.3%
Saint Augusta	363	10.7%
Saint Cloud	6,948	10.5%
Saint Joseph City	545	10.8%
Saint Joseph Township	222	11.6%
Waite Park	1,290	19.3%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Figure 2-3 indicates that seniors are more heavily concentrated in Saint Cloud and its immediate environs than the overall population. The largest concentrations of seniors are located in the north central area of downtown Saint Cloud and southwest into Waite Park. Similar to the overall changes in density, the municipalities that experienced growth in total senior populations also saw noticeable growth in the density of the population age 65 and older.

Figure 2-3 – Senior Citizen Population Density



2.4 Youth Population

For the purpose of this study, youths are considered any persons under the age of 18. Table 2-3 shows the distribution of youths by municipality. In 2013, Saint Cloud was home to highest number of the area's youths (12, 573) which represents 19% of its overall population. This percentage remains relatively unchanged from the previous study. Higher percentages of youths are found in nearby Sartell, Sauk Rapids, Saint Augusta, and Saint Joseph Township. Interestingly, while the overall number of youths in municipalities increased since the previous study, the percentage of youths in each municipality decreased with the exception of Waite Park (increased by 11%). The largest decrease in the percentage of youths was experienced in Sauk Rapids Township (-59%), Saint Joseph Township (-27%), and Saint Augusta (-23%).

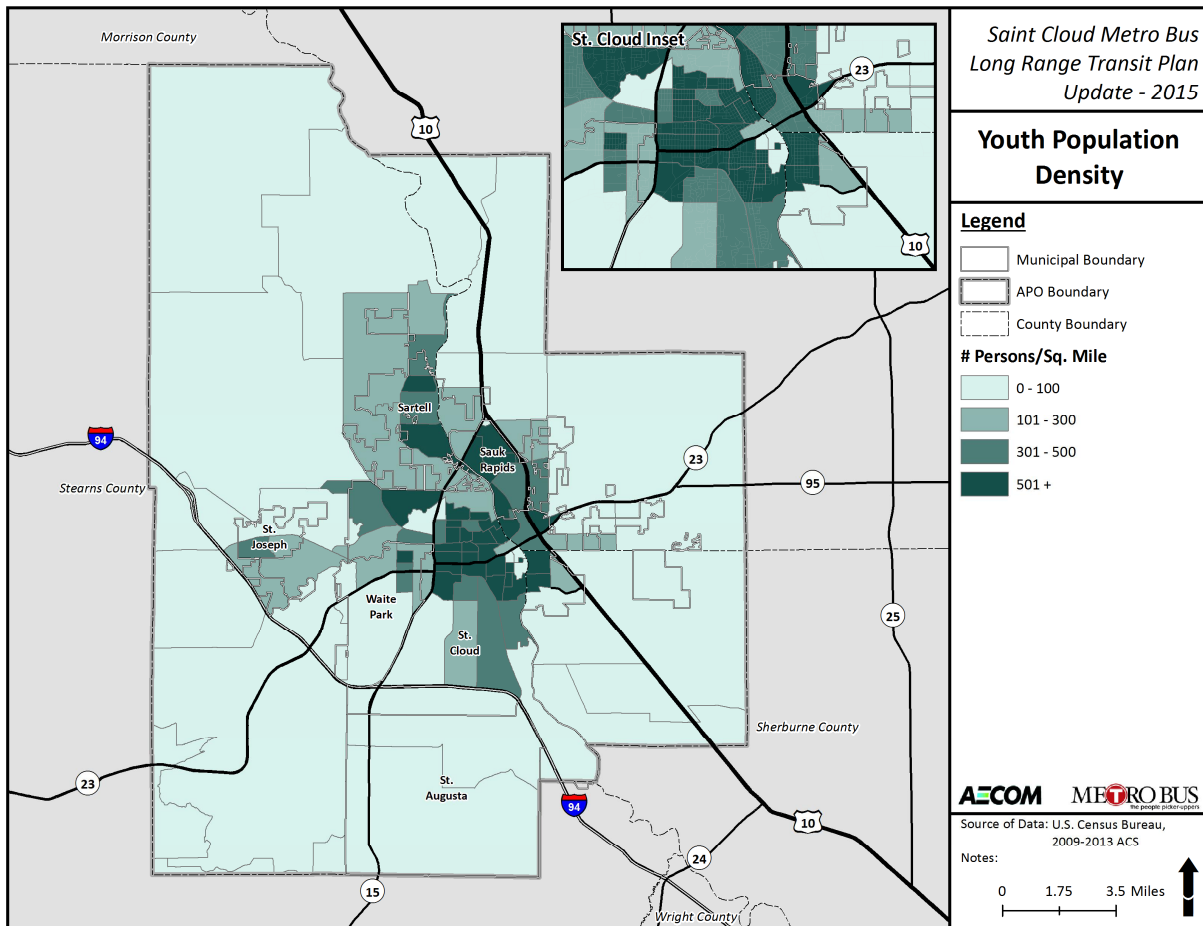
Table 2-3 – Youth Population by Municipality

Town	Youths (under 18)	% Youths
Sartell	4,861	30.7%
Sauk Rapids City	3,495	27.0%
Sauk Rapids Township	60	13.6%
Saint Augusta	942	27.9%
Saint Cloud	12,573	19.1%
Saint Joseph City	1,020	15.5%
Saint Joseph Township	487	25.4%
Waite Park	1,436	21.5%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

As seen in Figure 2-4, the density of the area's youth population is highest in downtown Saint Cloud and northward into Sauk Rapids and Sartell. Since the previous study, block groups west of Saint Cloud, toward and in Saint Joseph; have experienced an increase in the density of youth populations.

Figure 2-4 – Youth Population Density



2.5 Population with Disabilities

Persons with disabilities are another segment of the population with unique transportation needs and patterns. Whether commuting to work, going to medical appointments, or accessing social services, disabled persons have many transportation needs. Also, as a whole, fewer disabled persons possess drivers' licenses than the general population.

As seen in Table 2-4, Saint Cloud had the highest number of people with disabilities in 2013, which represented 13% of the overall population. Waite Park, Sauk Rapids, and Sauk Rapids Township had higher percentages of the population with disabilities. Of the 8,046 persons with disabilities in Saint Cloud, 5,193 (65%) were of working age and 42% were employed. Conversely, 75% of Saint Cloud residents without a disability were employed. Comparisons to the previous study are not discussed in this section because the Census Bureau changed how they collected and presented information on individuals with disabilities since the previous study.

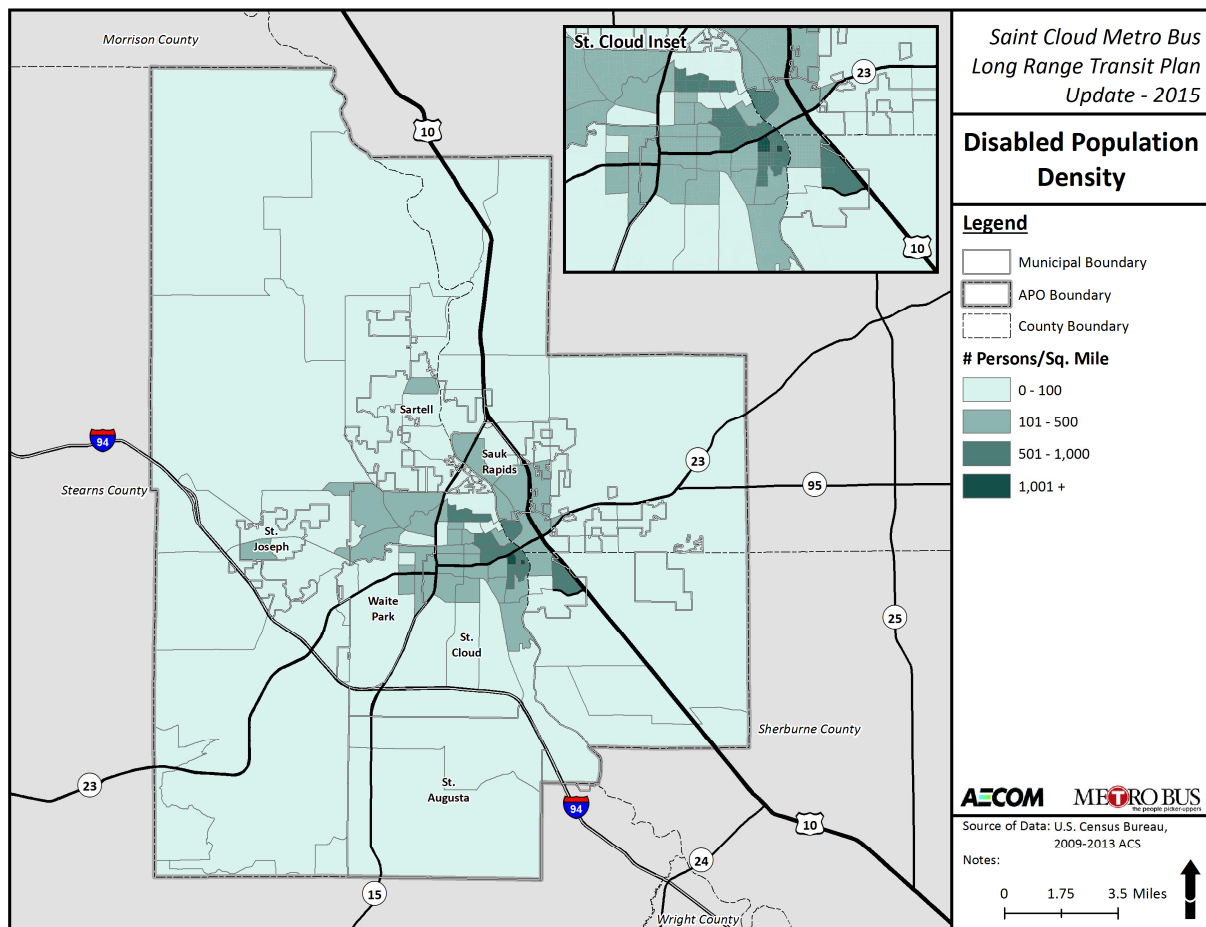
Figure 2-5 shows the geographic distribution of persons with disabilities. Disabled persons are concentrated in the Saint Cloud metro area, particularly in downtown Saint Cloud. Within downtown, the distribution of the disabled population generally follows the same pattern of concentration as the overall population.

Table 2-4 – Disabled Population by Municipality

Town	Total Disabled	% Disabled	Work Age Disabled (18-64)	% Employed	Work Age Not Disabled (18-64)	% Employed
Sartell	1,554	9.9%	588	48.0%	8,680	89.6%
Sauk Rapids City	1,615	12.7%	819	45.8%	7,222	86.2%
Sauk Rapids Township	57	12.9%	29	34.5%	259	76.1%
Saint Augusta	237	7.0%	129	41.1%	1,941	82.5%
Saint Cloud	8,046	12.5%	5,193	42.1%	40,041	75.3%
Saint Joseph City	351	5.3%	167	52.1%	4,851	76.6%
Saint Joseph Township	179	9.3%	93	20.4%	1,119	79.4%
Waite Park	919	13.8%	459	58.4%	3,493	82.6%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Figure 2-5 – Disabled Population Density



2.6 Income

Income is a key determinant in the type of transportation used to commute. People with lower incomes are often more likely to be in need of public transportation options than people with higher incomes who can afford private transportation. Both household income and individual income are discussed in this section.

Median household income describes the average income of households within the study area. Table 2-5 shows the median household income for each municipality, which was \$42,788 (adjusted for inflation in 2013 dollars) in Saint Cloud. The highest household incomes were found in Saint Augusta, Sauk Rapids Township, and Sartell. The lowest household incomes are found in Waite Park. Since the previous study, household incomes have increased in all municipalities, with that of Saint Augusta surpassing incomes in Sauk Rapids Township.

Table 2-5 – Median Income by Municipality

Town	Median Household Income
Sartell	\$67,974
Sauk Rapids City	\$56,217
Sauk Rapids Township	\$74,375
Saint Augusta	\$79,091
Saint Cloud	\$42,788
Saint Joseph City	\$54,063
Saint Joseph Township	\$45,714
Waite Park	\$39,462

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Figure 2-6 shows median household incomes around the Saint Cloud region. Low household incomes are concentrated heavily in downtown Saint Cloud, then north into Sartell, southwest and west into Waite Park and Saint Joseph, and southeast of downtown. Inside Saint Cloud, the lowest incomes are found on the eastern portion of downtown and southeast of the junction of Routes 15 and 23. These trends remain unchanged from the previous study.

Per capita income describes the average income of an individual living in the study area. Table 2-6 lists per capita incomes by municipality. The per capita income for Saint Cloud is \$22,450. The lowest personal incomes are found in Saint Joseph, Saint Cloud, and Sauk Rapids. The trend generally mirrors that of the previous study, with the exception of Waite Park which experienced a nominal increase in per capita income.

Figure 2-6 – Median Household Income

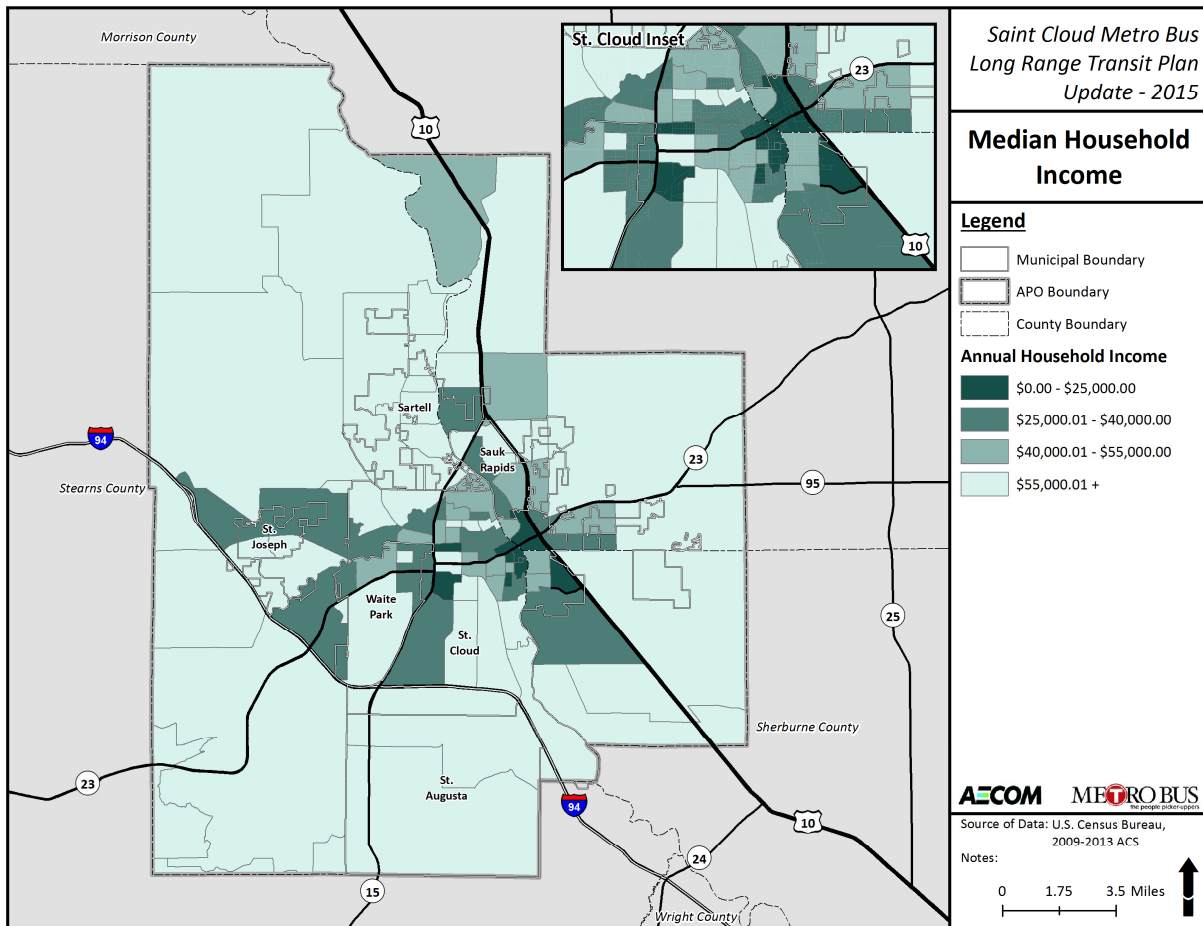


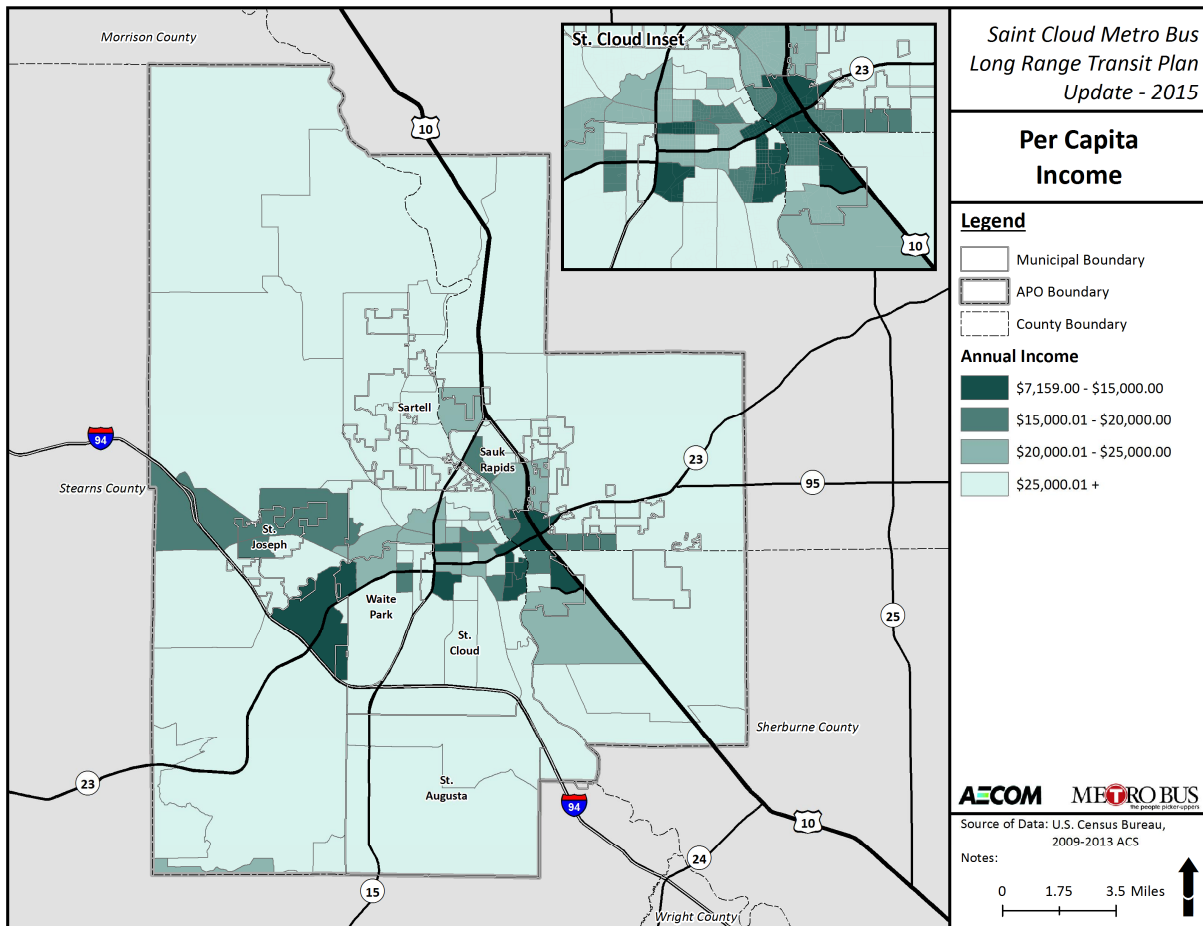
Table 2-6 – Per Capita Income by Municipality

Town	Per Capita Income
Sartell	\$30,127
Sauk Rapids City	\$25,311
Sauk Rapids Township	\$32,296
Saint Augusta	\$36,632
Saint Cloud	\$22,450
Saint Joseph City	\$20,827
Saint Joseph Township	\$24,249
Waite Park	\$25,570

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Figure 2-7 maps per capita incomes throughout the region. As with median household income, the per capita incomes are lowest in downtown Saint Cloud. Other low personal income areas are found west into Saint Joseph and southwest along Route 23. Within Saint Cloud, the lowest per capita incomes are located in pockets on the eastern and western ends of downtown.

Figure 2-7 – Per Capita Income



2.7 Population Living Below the Poverty Level

Poverty is defined as an income level for individuals and families below which people are considered to be living in poverty. Table 2-7 describes the US Census Bureau poverty thresholds from 2013. For an individual, persons with annual income lower than \$11,888 are considered to be living in poverty. For an average 4-person family with two kids, the poverty bar is set at \$23,624 for 2013.

Table 2-8 lists the number of people living below the poverty level in each municipality in 2013 based on these thresholds, as well as the percentage of the population that these persons comprise. In Saint Cloud, there are 15,458 people living below the poverty level – 25% of the total population. All municipalities except Saint Augusta, Sartell, and Sauk Rapids Township had proportions of below-poverty individuals well above that of the tri-county area (11.5%).

Overall, the percentage of the population living below the poverty level has substantially grown since the previous study. While Sartell and Sauk Rapids Township experienced decreases in populations in poverty, the percentage of those below the poverty level more than doubled in several communities including: Sauk Rapids (210% increase), Saint Joseph Township (196%), and Saint Cloud (111%).

Table 2-7 – U.S. Census Bureau Poverty Thresholds

Size of family unit	Weighted Average Threshold	Related Children under 18 Years								
		None	One	Two	Three	Four	Five	Six	Seven	Eight or more
One person	\$11,888									
Under 65 years	\$12,119	\$12,119								
65 years and over	\$11,173	\$11,173								
Two persons	\$15,142									
Householder < 65	\$15,679	\$15,600	\$16,057							
Householder > 65	\$14,095	\$14,081	\$15,996							
Three persons	\$18,552	\$18,222	\$18,751	\$18,769						
Four persons	\$23,834	\$24,028	\$24,421	\$23,624	\$23,707					
Five persons	\$28,265	\$28,977	\$29,398	\$28,498	\$27,801	\$27,376				
Six persons	\$31,925	\$33,329	\$33,461	\$32,771	\$32,110	\$31,128	\$30,545			
Seven persons	\$36,384	\$38,349	\$38,588	\$37,763	\$37,187	\$36,115	\$34,865	\$33,493		
Eight persons	\$40,484	\$42,890	\$43,269	\$42,490	\$41,807	\$40,839	\$39,610	\$38,331	\$38,006	
Nine persons or more	\$48,065	\$51,594	\$51,844	\$51,154	\$50,575	\$49,625	\$48,317	\$47,134	\$46,842	\$45,037

Source: U.S. Census Bureau, 2013

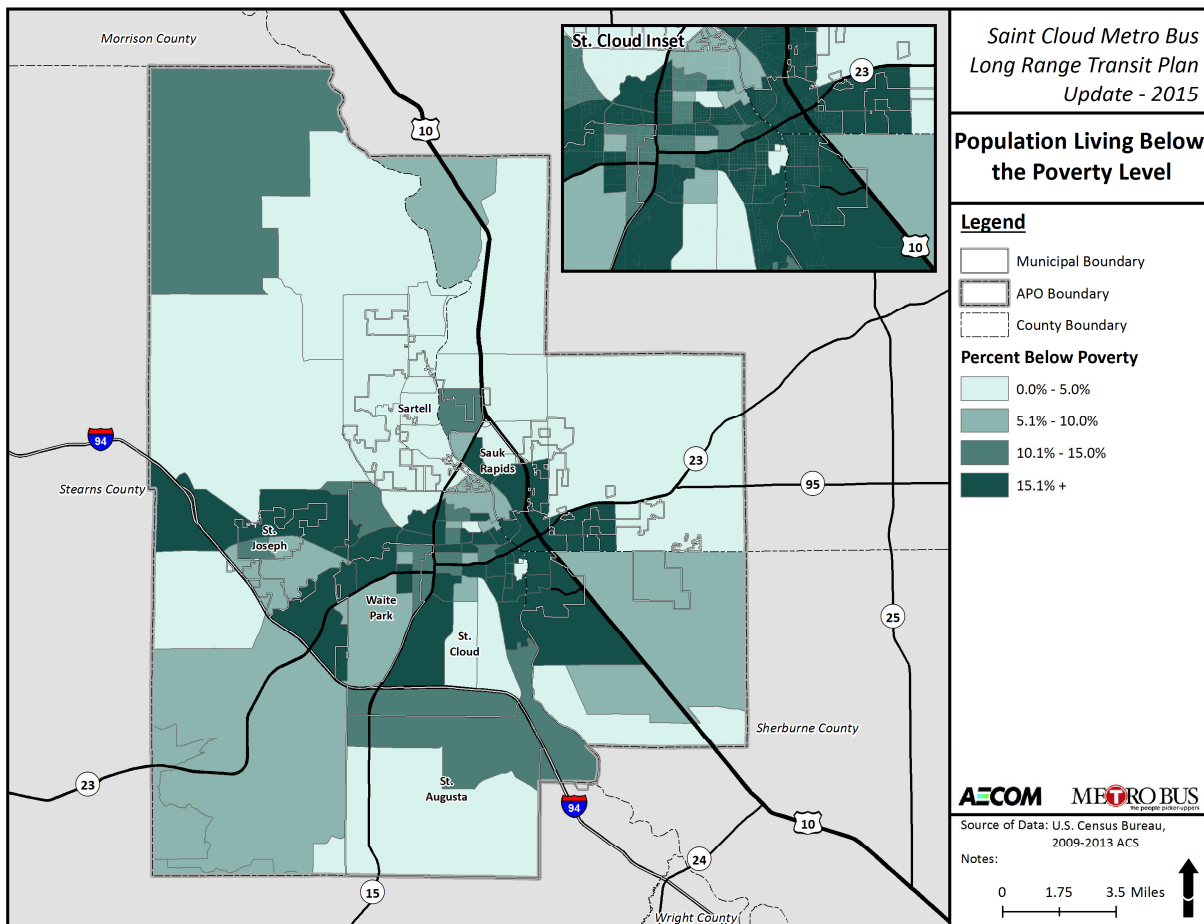
Table 2-8 – Persons Living Below the Poverty Level

Town	Below Poverty - Individuals	% Below Poverty Level
Sartell	544	3.5%
Sauk Rapids City	1,864	14.6%
Sauk Rapids Township	11	2.5%
Saint Augusta	107	3.2%
Saint Cloud	15,458	25.3%
Saint Joseph City	1,141	23.6%
Saint Joseph Township	412	21.6%
Waite Park	927	14.0%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Figure 2-8 shows the percentage of the population living below the poverty level within the APO. The largest concentrations of persons living below the poverty level can be found east and southeast of Saint Cloud and west of Saint Cloud around Saint Joseph. Another pocket of poverty extends into Waite Park along Route 23.

Figure 2-8 – Poverty Status



Natural and socioeconomic characteristics, such as age and income, are central in determining the location and level of service for bus routes, but other material and behavior characteristics, such as employment and commutation characteristics, are also essential. The next sections deal with the material and behavior characteristics of the people living in Saint Cloud as well as the cumulative transit success score.

2.8 Zero Car Households

Another common measure of transit dependence and demand is the number of cars per household. Zero-car households are considered to be entirely dependent upon alternate transportation sources. Table 2-9 lists the number of households without vehicles available by municipality. In 2013, Sauk Rapids had the largest percentage of households without vehicles, 9.8%, followed by Saint Cloud (9.5%) and Waite Park (9.2%). The remaining municipalities had percentages less than 5%. While it appears that all but Saint Augusta and Sauk Rapids Township experienced increases in auto less households, the margins of error at with such small values may be a factor.

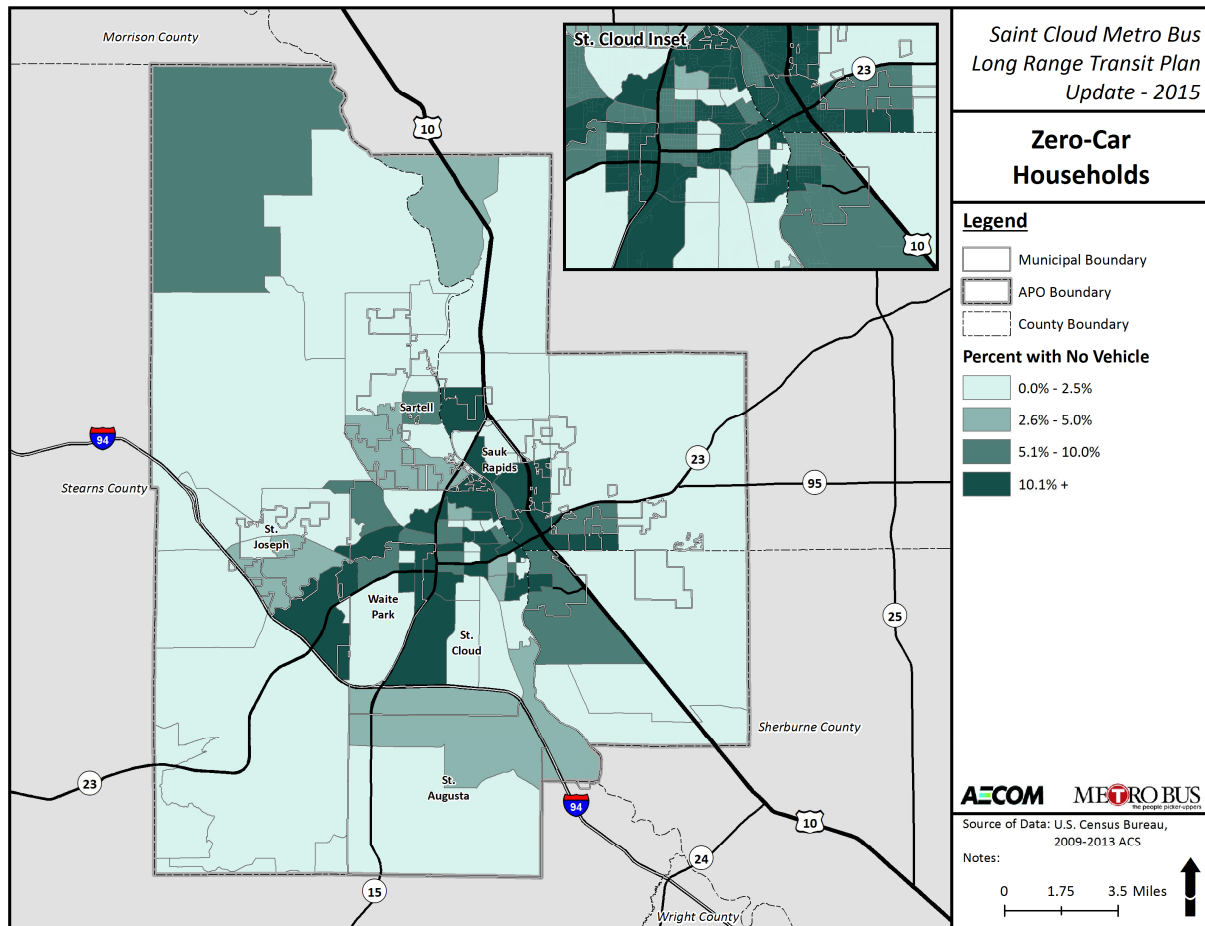
Table 2-9 – Zero-Car Households

Town	# Households	Zero-Car Households	% Zero-Car Households
Sartell	6,035	294	4.9%
Sauk Rapids City	5,073	497	9.8%
Sauk Rapids Township	183	0	0.0%
Saint Augusta	1,140	12	1.1%
Saint Cloud	25,313	2,412	9.5%
Saint Joseph City	1,737	48	2.8%
Saint Joseph Township	740	36	4.9%
Waite Park	3,210	296	9.2%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

As seen in Figure 2-9, households without vehicles are generally concentrated in the urbanized areas. Zero-car households are concentrated northeast of downtown Saint Cloud and to the southeast of downtown. Since 2009, the block groups between Waite Park and Saint Joseph, along Route 23, have also seen an increase in households without vehicles.

Figure 2-9 – Zero-Car Households



2.9 Transit Success Score

The 'transit score' map is created in order to spatially analyze several transit-oriented demographic and socioeconomic characteristics at the same time (the characteristics discussed individually in this chapter so far). The transit score is a relative measure of how successful a fixed route transit system is expected to be in a particular region. Used in conjunction with a congruency analysis of major transit generators, the transit score can be used to evaluate existing service as well as to identify areas of potential demand. Major employers and other trip generators are discussed in the following sections.

Demographic and socioeconomic information is collected from the US Census Bureau for a region divided into smaller geographic units such as tracts, block groups, or blocks. Block groups were used for this analysis. Transit-oriented variables used for the analysis include:

- Overall Population Density
- Density of the Population under the age of 18
- Density of the Population over the age of 65
- Density of Persons with Disabilities
- Median Household Income
- Per Capita Income

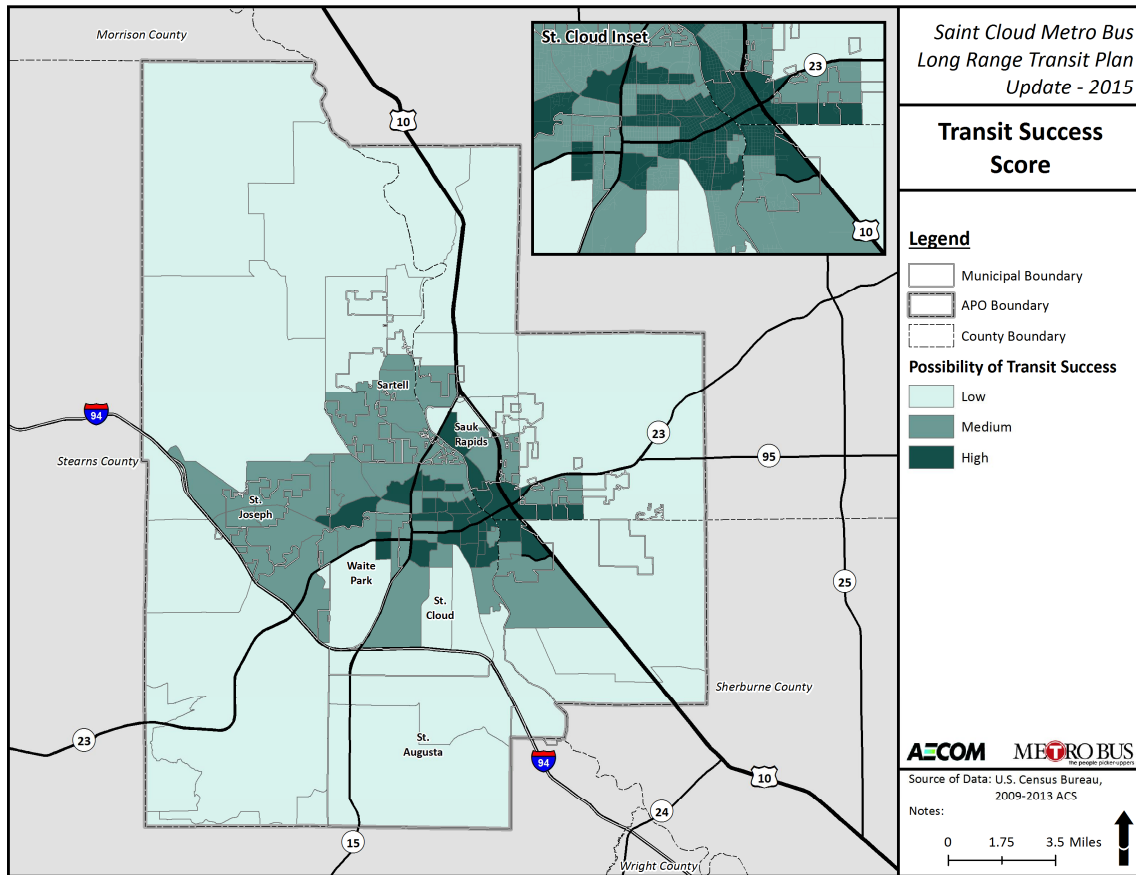
- Percentage of the Population Living Below the Poverty Level
- Percentage of Zero-Car Households

Each of these variables has a strong correlation with transit success. Transit is most often successful in areas of high population density and in areas with high youth and senior populations. Transit is also traditionally successful in areas with low household and per capita income, high percentages of people living below the poverty level, and high percentages of households without vehicles available.

For a given region, the values for each of these variables are organized by geographic unit. For each variable, the values are arranged into categories of values using the quantile classification method of GIS analysis. For this analysis, all variables are divided into three classes. All of the values in each category (class) are then given a 'score' between 1 and 3, where 1 is low expectation of success and 3 is high expectation of success. Then, all of the scores are added up for each variable inside a geographic unit to give a total transit score. Eight variables are evaluated, so a score close to 24 means that a geographic unit has a high expectation for transit success; a score close to 8 means that there is low expectation for transit success. Transit scores are then mapped by geographic unit and quantile classification to show where demographic and socioeconomic variables lend themselves to potential transit success.

Figure 2-10 maps the probability of transit success for the City of Saint Cloud. In the APO region, the highest probabilities of transit success exist in the metro area surrounding Saint Cloud. The best probability of finding resident riders exists in eastern downtown Saint Cloud. Since 2009, additional areas of possibly-high transit success include the southern part of Sauk Rapids along S. Benton Drive (County Highway 33) and west Saint Cloud toward Saint Joseph along County Highway 75. Other pockets of high potential exist throughout Saint Cloud. Probability of moderate success extends from Saint Cloud outward to Sartell, Sauk Rapids, Saint Joseph, and Waite Park. These resident transit indicators are compared to major employers and major trip destinations in a later analysis.

Figure 2-10 – Transit Success Score



2.10 Employment

The trip to work is often the most frequent trip taken by many people; therefore, employment characteristics are important factors in the transportation and transit discussion. Large employers are commonly destinations for significant numbers of people, which make them important to transit service. This section looks both at workers residing in the Saint Cloud area (labor force) and workers employed in the Saint Cloud area (employees/jobs). In a subsequent section, both of these groups are compared with regard to means of transportation to work.

The following sections use data from three primary sources: The US Census Bureau's American Community Survey (ACS) (2009-2013 5-year estimate), the US Census Bureau's Longitudinal-Employer Household Dynamics Program (LEHD) (2011), and the AASHTO's Census Transportation Planning Products (CTPP) (2006-2010). It is important to note that each of these datasets come with certain caveats and limitations. For example, while the ACS data are available at the smaller block group geography, they have a relatively high margin of error and cover topics as reported by residents (i.e., by where people live). Conversely, LEHD uses administrative records from employers; however, it excludes some employment categories (e.g., self-employed, military, etc.). The CTPP dataset is a specially-designed database based on ACS data to analyze work-residence transportation flows, but it is updated less frequently than the annual ACS data and its smallest available geography is census tract or zip code.

Workers

Table 2-10 shows the number of workers consisting of the Saint Cloud area's labor force. The highest number of workers – 32,882 – were employed in Saint Cloud in 2013. Sartell, Sauk Rapids, and Saint Joseph are also home to a large number of workers as well. Since the previous study, the number of workers in the area has grown overall by 3.3%. Most of the employment growth occurred to the north and west of Saint Cloud toward Sartell and Saint Joseph, while Saint Cloud, Waite Park, and Saint Augusta lost workers.

Table 2-10 – Workers and Unemployment Rate

Town	# Workers	% Unemployed
Sartell	8,359	3.8%
Sauk Rapids City	6,685	8.8%
Sauk Rapids Township	230	8.9%
Saint Augusta	1,760	4.9%
Saint Cloud	32,882	9.9%
Saint Joseph City	3,858	4.7%
Saint Joseph Township	927	9.8%
Waite Park	3,292	9.4%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

In addition to those employed in the labor force, it is also important to consider those who are unemployed. People who are compensated for being unemployed by the federal government have to make an active attempt to find employment. In order to go on job interviews and to the unemployment office on very low incomes, they often have to rely on public transportation. Table 2-10 also lists the unemployment rate of resident workers in each municipality in 2013. In Saint Cloud, the unemployment rate was 9.9%. In addition to Saint Cloud, Sauk Rapids, Sauk Rapids Township, Saint Joseph Township, and Waite Park each have unemployment rates exceeding that of the tri-county area (7.8%).

Since the previous study, all municipalities except Saint Joseph experienced increased unemployment, which in some cases more than doubled (Sauk Rapids, Sauk Rapids Township, Saint Cloud, and Saint Joseph Township).

Figure 2-11 is a map of the distribution of where the labor force resides across the region. The labor force is heavily concentrated in Saint Cloud. Other pockets of workers exist in Sauk Rapids, Sartell, and Waite Park.

Jobs

Figure 2-12 shows the distribution of workers in the area by place of employment (i.e., where workers are employed). The map depicts the total number of jobs located in each census tract, regardless of the size of the tract. The total number of jobs is greatest in the largest census tracts west and south of Saint Cloud and in Waite Park, Sartell and Sauk Rapids.

In order to view the distribution of jobs across the region, Figure 2-13 is a map of job density by block group. Figure 2-13 also includes the locations and sizes of the major employers in the region, which are discussed in greater detail next. When considered at the census block group level, jobs are concentrated in downtown Saint Cloud, stretching into Sauk Rapids and Waite Park.

Figure 2-11 – Worker Density by Place of Residence

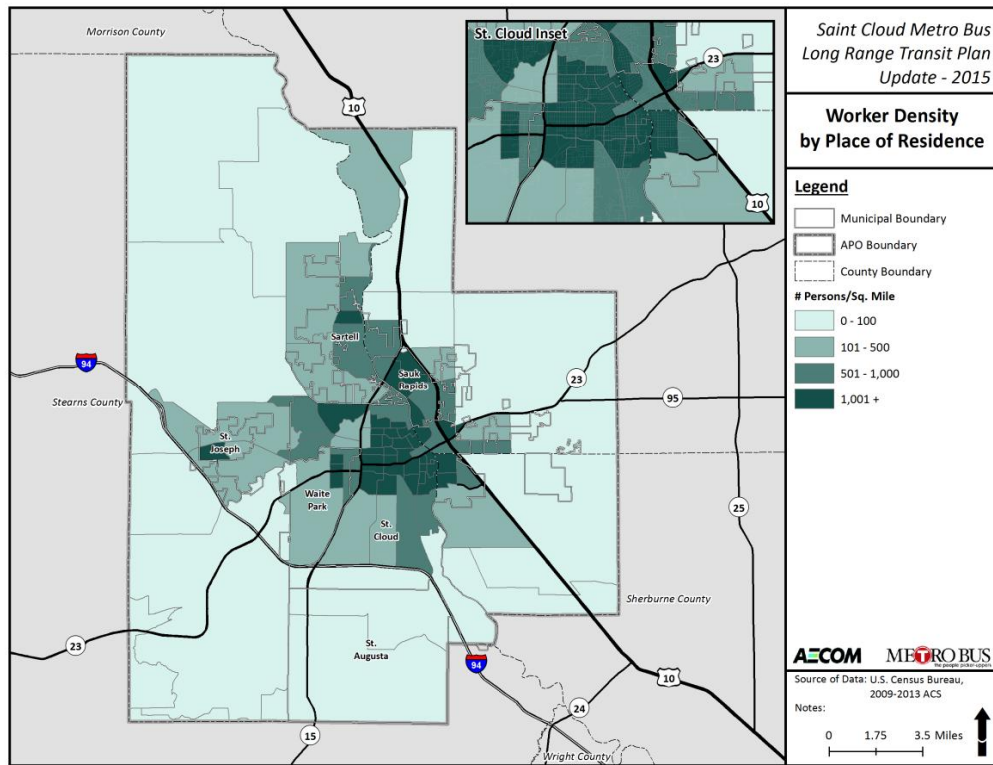


Figure 2-12 – Total Workers by Place of Employment

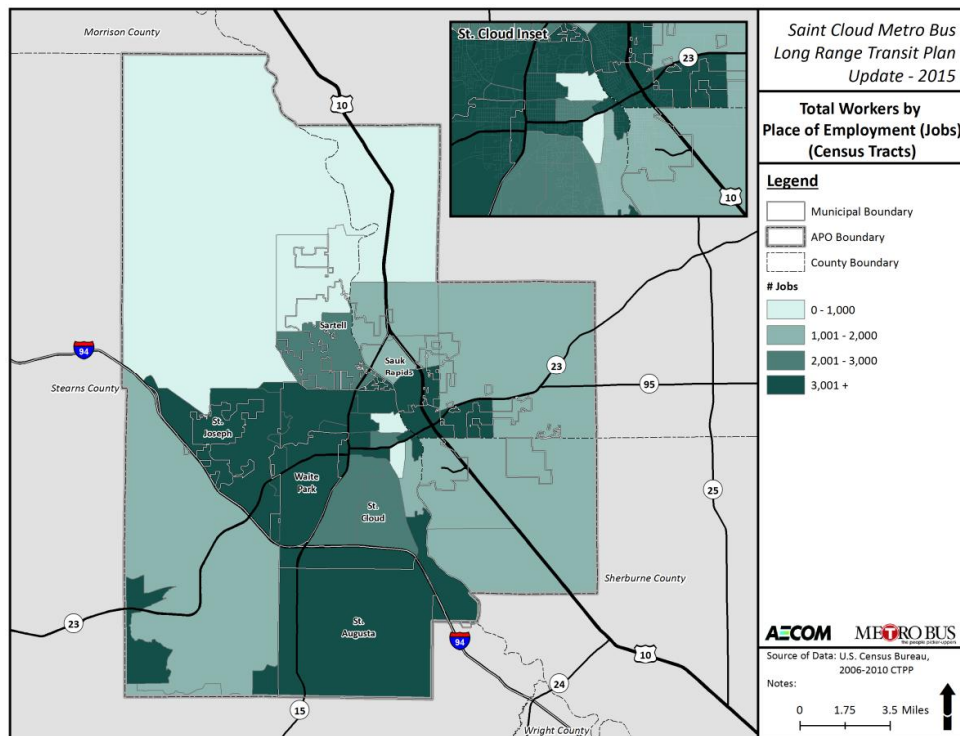
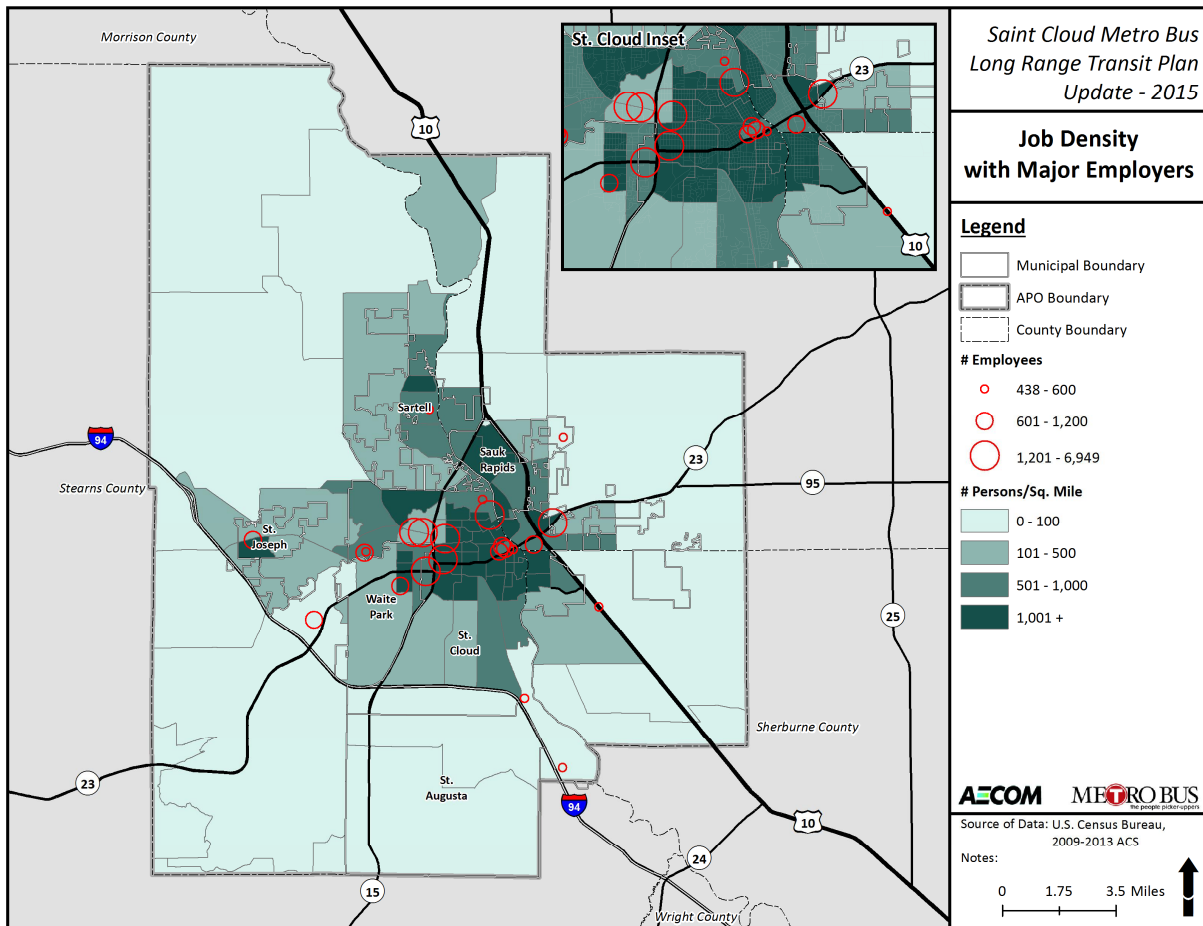


Figure 2-13 – Job Density



In addition to ACS data, the Census Bureau's LEHD dataset, produced through the Local Employment Dynamics Partnership, provides more detailed information on workers and work locations based on employer administrative records. Figures 2-14 through 2-17 were created using the OnTheMap tool available on the Census Bureau's website, with the cities of Saint Cloud, Sartell, Sauk Rapids, Saint Augusta, Saint Joseph, and Waite Park as the areas of analysis. The data shown are from 2011.

According to the LEHD dataset, there were 66,430 workers in the study area in 2011. Of these, 32,330 also lived within the study area. For the total of the jobs in the study area, most workers were between the ages of 30 and 54 (53%). Earnings were relatively evenly distributed within area with 36% of the workforce earning \$1,251 to \$3,333 per month, 35% earning more than \$3,333 per month, and 29% earning less than \$1,250 monthly. The industry sectors (based on the North American Industry Classification System) with the highest percentage of workforce employed in the area included: Healthcare and Social Assistance (24%), Retail Trade (12%), and Manufacturing (12%). This trend also holds true for the 32,330 workers who both live and work in the study area.

Figures 2-14 through 2-17 display the LEHD data by census tract within the study municipalities, with Figures 2-15 and 2-17 focusing on urbanized Saint Cloud. Figures 2-14 and 2-15 show the location of jobs (where workers are employed), and Figures 2-16 and 2-17 depict where workers live (labor force).

Figure 2-14 – Job Density by Block from LEHD

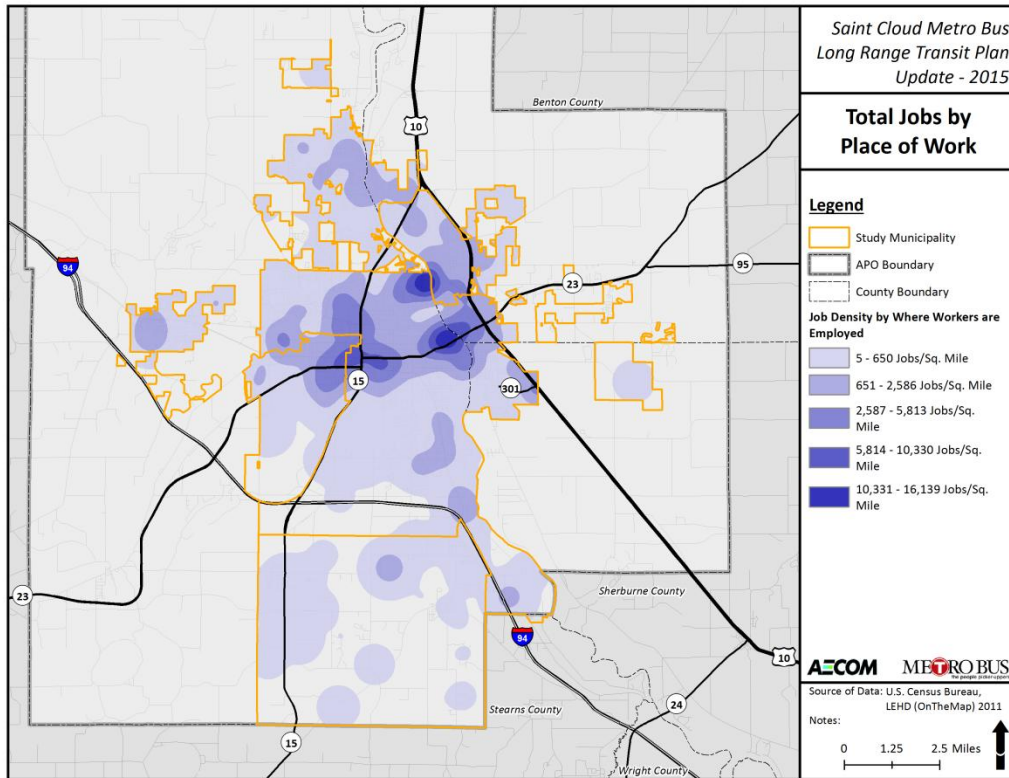


Figure 2-15 – Saint Cloud Job Density by Block from LEHD

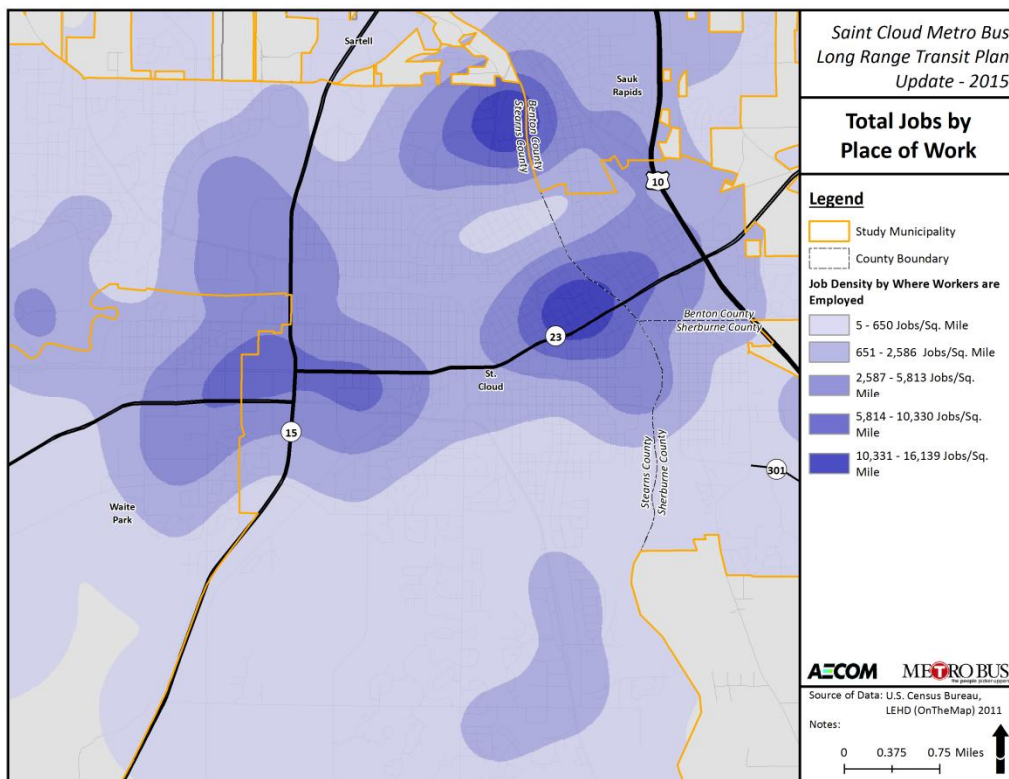


Figure 2-16 – Residential Density of Workers by Block from LEHD

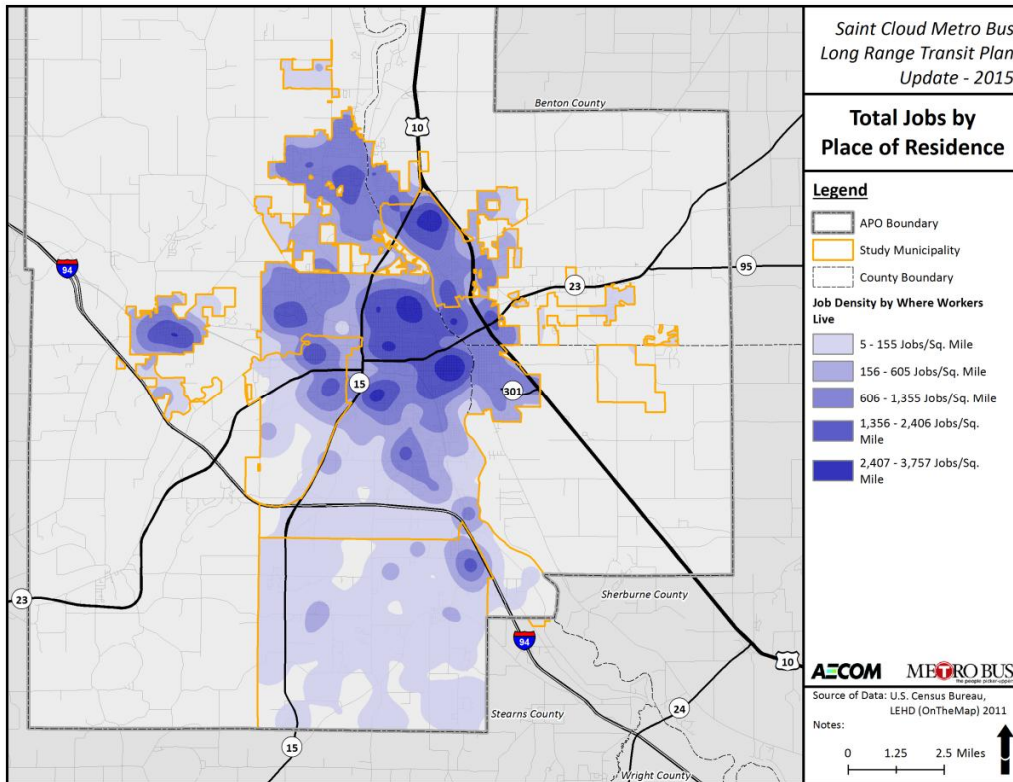
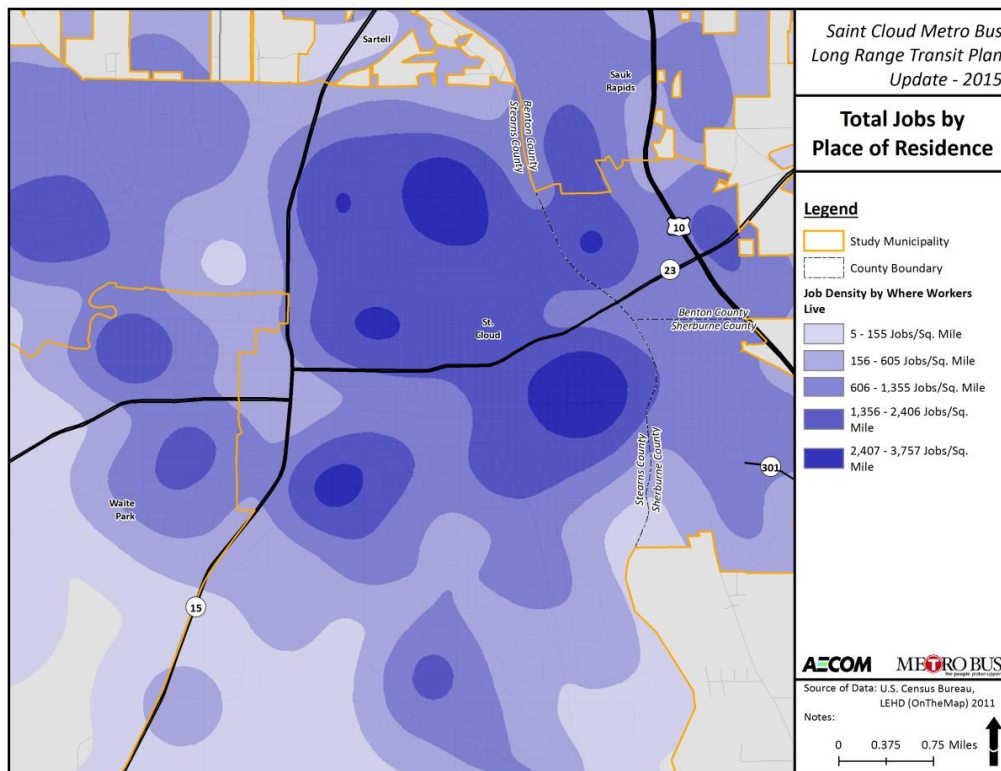


Figure 2-17 – Saint Cloud Residential Density of Workers by Block from LEHD



Inherently, many large employers are also major destinations for a significant number of people in the Saint Cloud area, and in many cases a large number of people arrive and depart from these locations on a set schedule. According to the US Bureau of Labor Statistics, at the beginning of third quarter in 2014, there were 5,183 employers in the Saint Cloud MSA.³ Table 2-11 includes a list of the largest of these employers in the area by industry and number of employees. Saint Cloud Hospital and Coborn's grocery chain are by far the largest employers in the region. The table shows a large number of employees work in the fields of healthcare, government, and education; however, LEHD data indicate that the retail trade and manufacturing industries employ larger proportions of the labor force and jobs than do government and education.

Table 2-11 – Major Employers

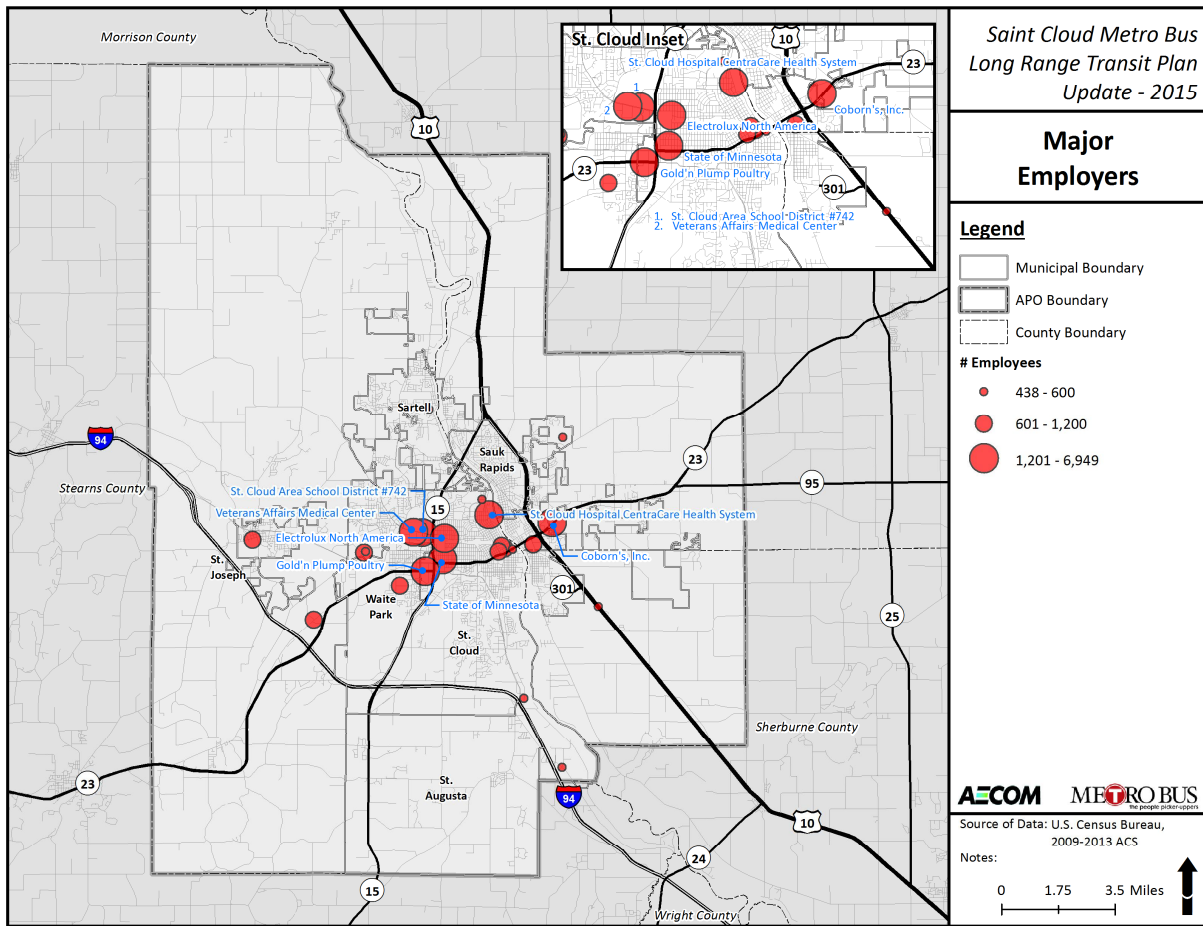
Employer	Industry	# Employees
Saint Cloud Hospital/CentraCare Health System	Healthcare	6,949
Coborn's, Inc.	Grocery	6,800
State of Minnesota	Government Offices	2,938
Saint Cloud Area School District #742	Education	1,650
Veterans Affairs Medical Center	Healthcare	1,513
Gold'n Plump Poultry	Poultry Processing	1,500
Electrolux North America	Appliances	1,300
College of Saint Benedict/Saint John's University	Higher Education	998
Capital One	Financial Institutions	825
Stearns County	County Government	820
Nahan Printing	Printers/Typesetters/Lithography	724
Woodcraft Industries, Inc.	Cabinetry	715
ColdSpring	Granite Products	650
Bernick's - Beverages & Vending	Beverages & Soft Drinks	635
Polar Tank Trailer	Manufacturing	620
Sherburne County	County Government	613
Catholic Charities of Saint Cloud	Social Services Agency	585
Knife River Corporation-North America	Highway & Street Construction	585
Merrill Corporation	Printers/Typesetters/Lithography	575
Wolters Kluwer Financial Services (Saint Cloud)	Forms & Services-Financial	550
Sauk Rapids-Rice ISD 47	Education	540
New Flyer America	Manufacturing	530
Sartell-Saint Stephen School District #748	Education	450
City of Saint Cloud	City Government	438

Source: Saint Cloud Area Chamber of Commerce Community Profile, 2013

Figure 2-18 shows the location of these major employers within the study area. A majority of these employers are concentrated in Saint Cloud and most are located along major transportation corridors.

³ http://www.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables

Figure 2-18 – Major Employers



2.11 Commuting

The most frequent trips people typically make are those to and from work. Saint Cloud is a regional transportation hub, serving as a major driver of both local and regional travel patterns. How people make these trips is of great interest to transit service providers. As seen in Table 2-12 a majority of workers commuted to and from work by driving alone in 2013. Saint Joseph and Saint Cloud lead the area's municipalities in the percentage of the workers using public transportation. Since the previous study, the percentage of workers using public transportation has increased in the study area by 11%. Gains were seen in Sartell, Saint Augusta, Saint Cloud, Saint Joseph, and Waite Park. However, it should be noted that the increases in the smaller municipalities are subject to high margins of error at the sample size.

Table 2-12 – Means of Transportation to Work by Municipality

Town	# Workers	Drove Alone	% Drove Alone	Carpooled	% Carpooled	Used Public Transportation	% Used Public Transportation
Sartell	8,359	7,097	84.9%	732	8.8%	36	0.4%
Sauk Rapids City	6,685	5,720	85.6%	656	9.8%	16	0.2%
Sauk Rapids Township	230	201	87.4%	13	5.7%	0	0.0%
Saint Augusta	1,760	1,456	82.7%	161	9.1%	0	0.0%
Saint Cloud	32,882	26,040	79.2%	2,802	8.5%	853	2.6%
Saint Joseph City	3,858	2,248	58.3%	367	9.5%	209	5.4%
Saint Joseph Township	927	759	81.9%	94	10.1%	0	0.0%
Waite Park	3,292	2,770	84.1%	221	6.7%	59	1.8%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Figure 2-19 is a map of the percentage of resident workers who use public transportation as their means of transportation to work by residence block group. In Saint Cloud, the highest percentages of workers using public transportation are found in the eastern portion of the city. As is also shown in Table 2-12, Saint Joseph also shows higher proportions of workers using public transportation to commute.

Figure 2-19 – Use of Public Transportation for Commuting (Labor Force)

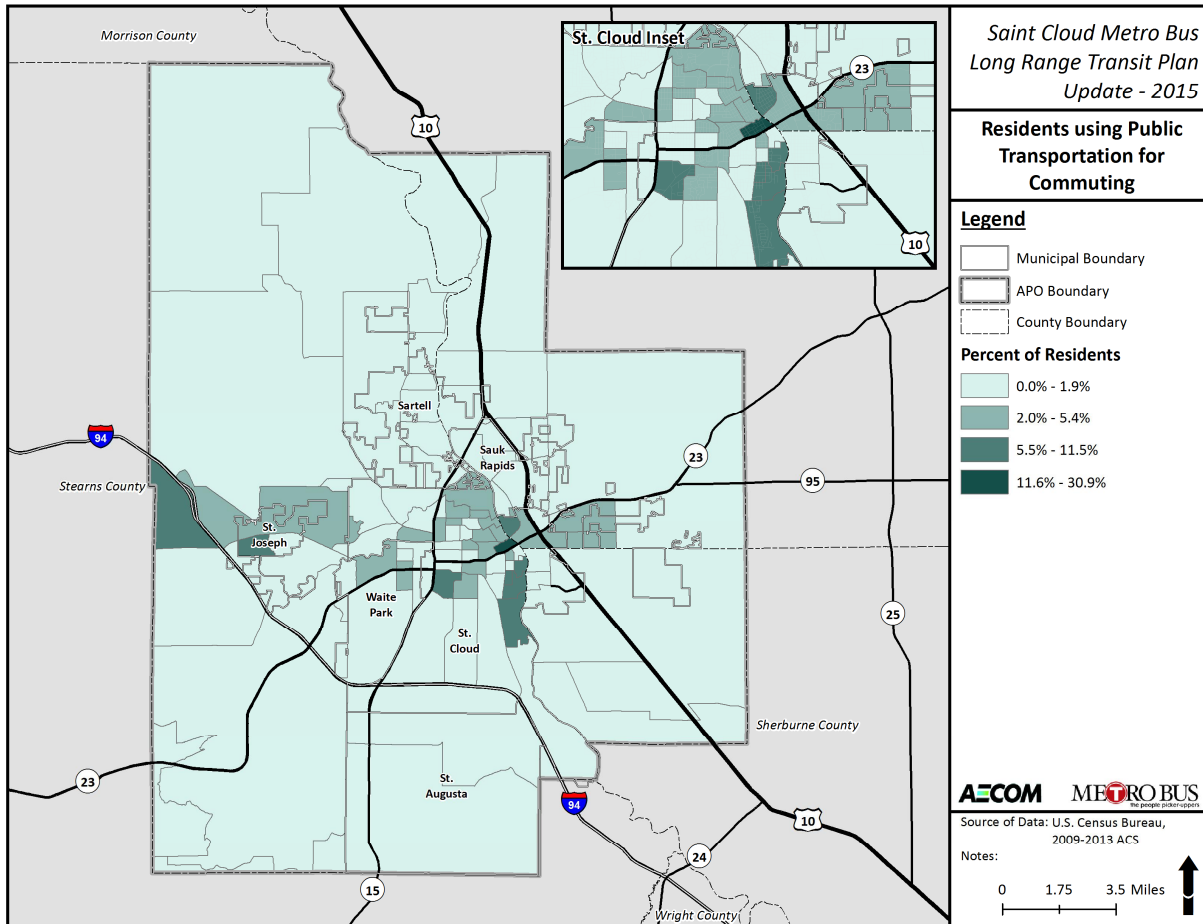
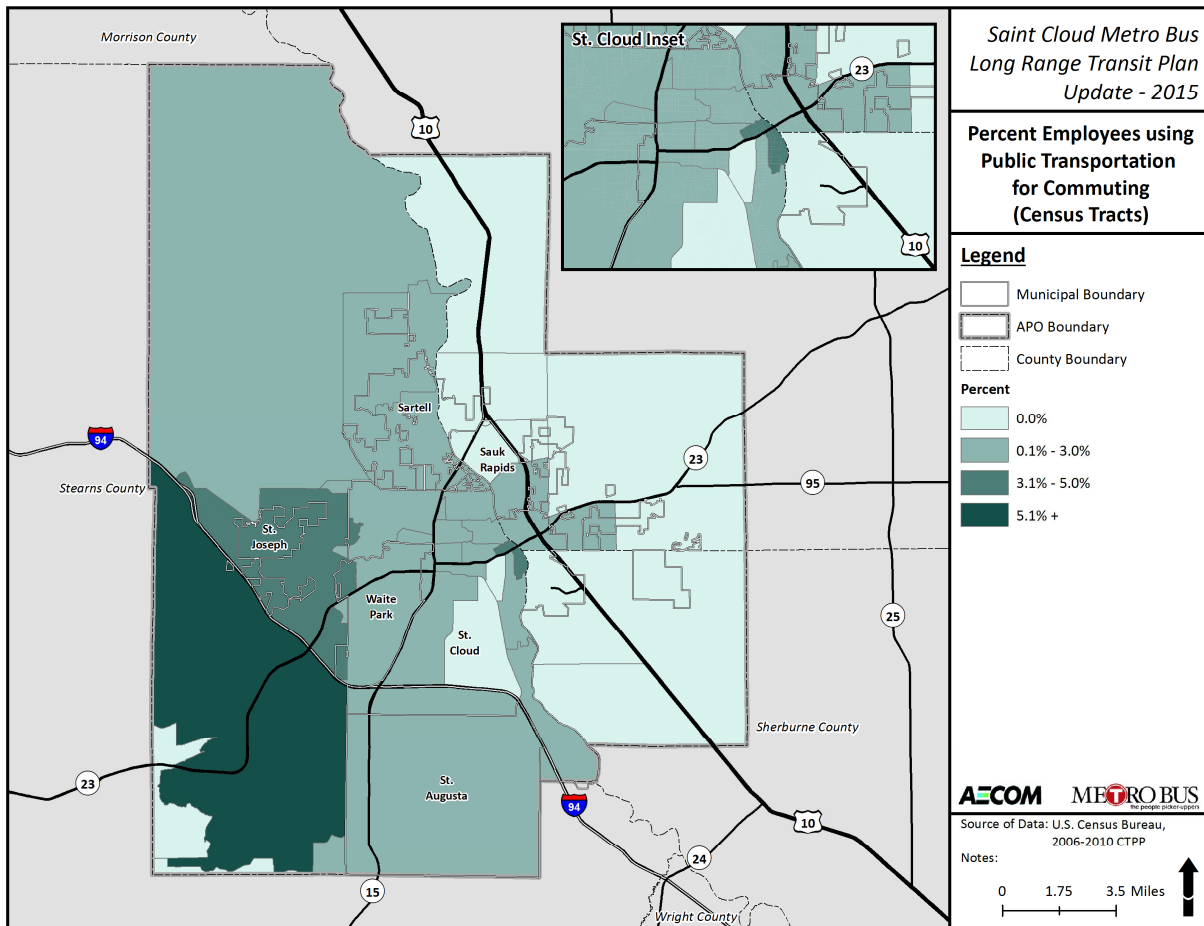


Figure 2-20 shows the percentage of employees (people working in Saint Cloud) who use public transportation to commute by census tract. Employment locations of the highest percentages of employees using public transportation are found east of the intersection of Routes 10 and 23 in Saint Cloud, north of Saint Cloud in Sauk Rapids, and – interestingly – north of Saint Joseph in an unincorporated area of Stearns County. These areas are generally not served by Metro Bus service, but are served by other local transportation providers including Tri-CAP and the College of Saint Benedict. Employees may also live in these areas and drive – or be driven to – the nearest bus stop and use public transportation for the majority of their commute trip.

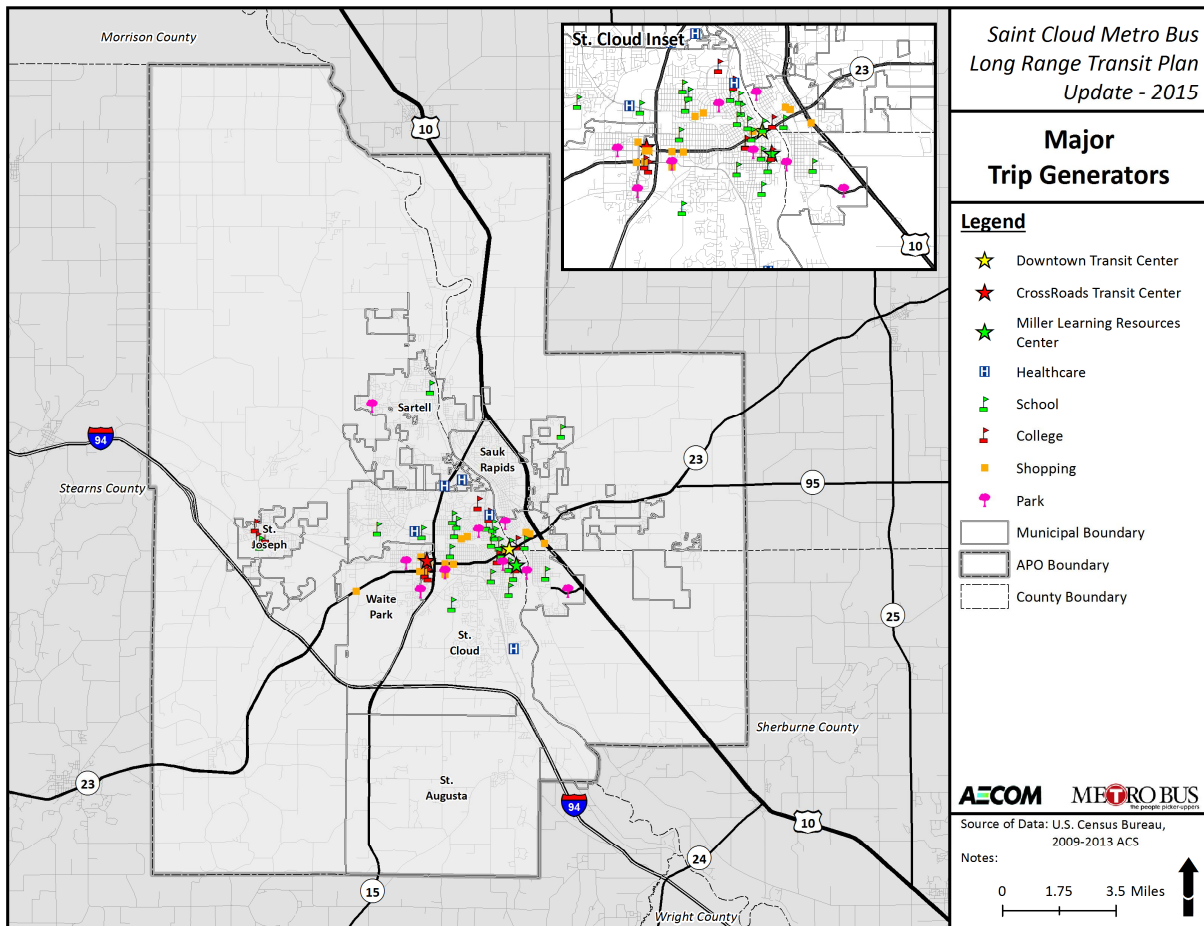
Figure 2-20 – Use of Public Transportation for Commuting (Employees)



2.12 Land Use and Major Trip Generators

Land use is used to describe where certain functions are performed throughout the Saint Cloud area. Land use categories include: commercial, industry, office, single family and multiple family residential, park, public, and water. Figure 2-21 provides a map of land use in the APO for 2010. Single-family housing is the most prevalent land use. In downtown Saint Cloud, single family residences dominate with public land to the east and industrial uses to the west. Commercial uses are concentrated in southwest Saint Cloud. There are also several parks spread throughout the region. Office space and multi-family residences are also found in pockets, particularly in downtown Saint Cloud.

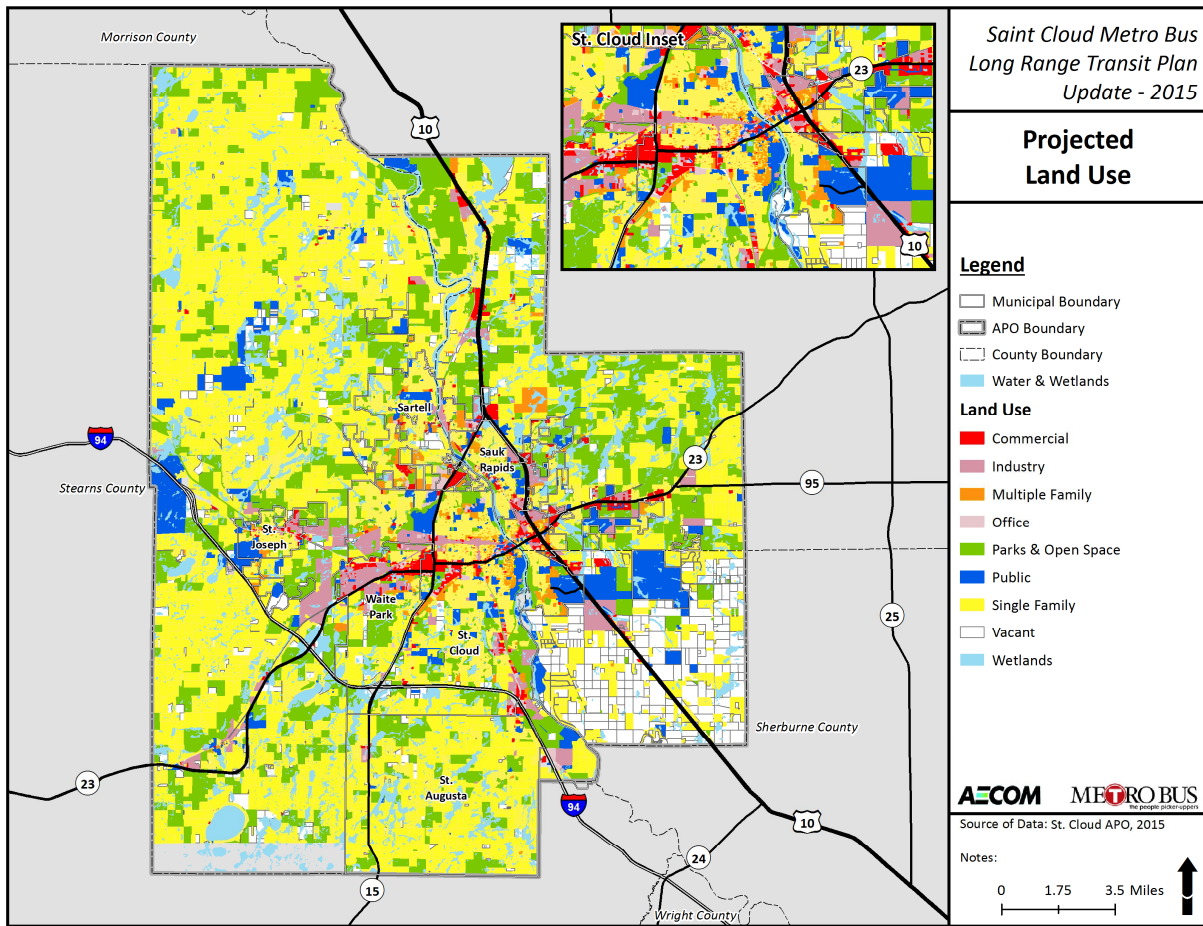
Figure 2-22 – Major Trip Generators



Future Growth and Development

In looking into the future of transit service in Saint Cloud, it is important to understand where development is proposed to take place in order to plan for service provision in new areas. Figure 2-23 describes where the APO envisions expansion through its projected 2040 land use map. By 2040, the regional planning agency projects major growth in single family housing on the outskirts of existing housing stocks in all directions surrounding Saint Cloud. Also envisioned is major commercial, office, and multiple family residential growth between Sartell and Sauk Rapids. Expansion of park land is also projected throughout the region, in particular southeast of Saint Cloud. Other commercial growth is anticipated in pockets in Saint Cloud and southwest of Saint Cloud. Industrial growth is projected west and southeast of Saint Cloud.

Figure 2-23 – Projected Land Use



2.13 Saint Cloud State University

Saint Cloud State University is Minnesota's second largest public university. Fall 2014 enrollment was more than 15,400 students, including 1,700 graduate students. The campus comprises 100 acres in eastern Saint Cloud on the Mississippi River. SCSU offers more than 200 programs of study. In 2011, the University provided 6,600 jobs.

2.14 Conclusion

The Saint Cloud region is home to vibrant communities. It has continued to prosper and grow in recent years and will continue to be a key economic region in Minnesota into the future. Within the region, persons considered to be more likely to use public transportation are heavily concentrated in the metro area in and around Saint Cloud; however, the surrounding areas are becoming increasingly urbanized, denser, and more socioeconomically diverse. Employers and major trip generators are also concentrated in the same area. Future growth in the region is projected for both population and for housing construction and commercial and industrial uses surrounding the metro area, particularly in the areas in and around Sartell, Sauk Rapids, and Waite Park. In the coming years, Metro Bus will likely need to respond the growth patterns in the region and expand and change route structure as need dictates.

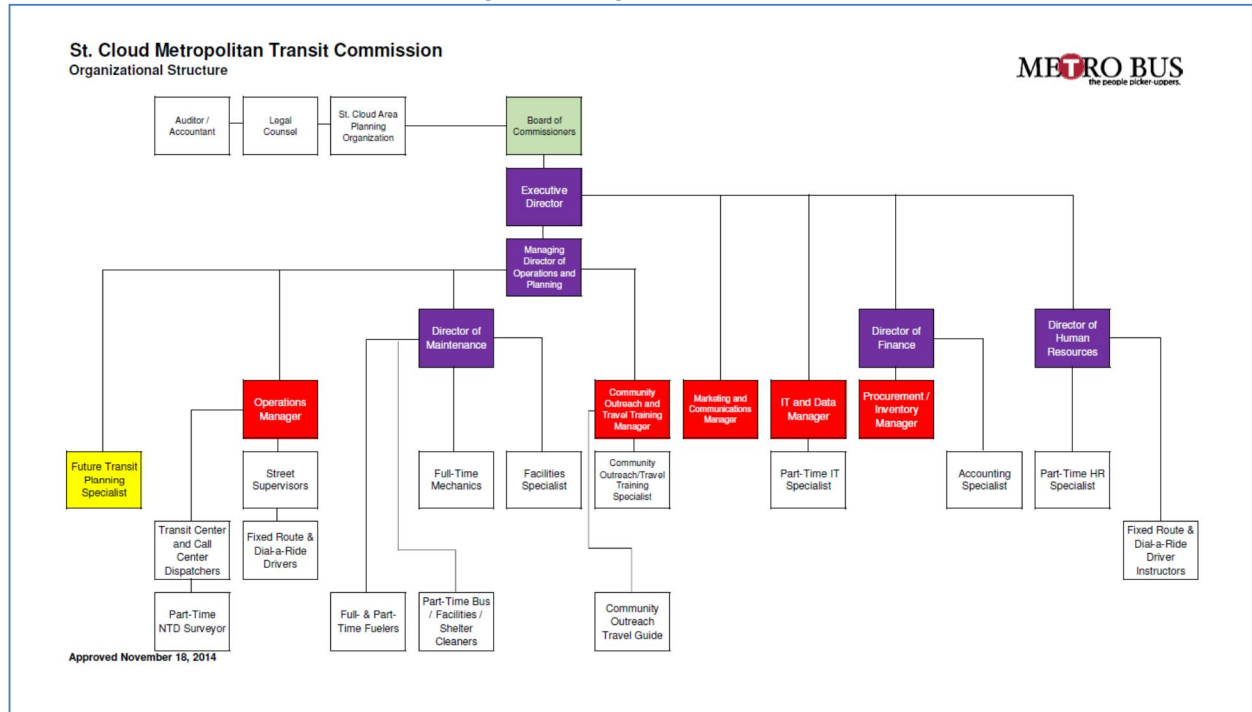
3 Transit Service Review

This chapter includes a review of existing transit service and a diagnostic of routes that informs recommendations for transit service in the Saint Cloud metro area. The existing conditions section details the current operations at Metro Bus, financial and operating data and trends, capital assets, and staffing and organization. Following the existing conditions section is information regarding route diagnostics and some suggested service guidelines, including a route-by-route analysis of performance metrics and a critical comparison of Metro Bus' performance regarding each service guideline.

3.1 Metro Bus Organizational Structure

Established in 1969 as a political subdivision of the State of Minnesota, the Saint Cloud Metropolitan Transit Commission (MTC) owns and operates the Metro Bus fixed route and Dial-a-Ride services. As of April 2015, the MTC employs a staff of 154. The 2013 National Transit Database (NTD) indicates that the ratio of full- to part-time employment is approximately 4:1. MTC is overseen by a Board of Commissioners, to which the Executive Director reports. The Executive Director oversees an Administrative Team including the Managing Director Operations and Planning, Marketing and Communications Manager, IT and Data Manager, Director of Finance, and Director of Human Resources. Reporting to the Managing Director of Operations and Planning are the Director of Maintenance, Operations Manager, Community Outreach and Travel Training Manager, and a future Transit Planning Specialist. As of 2015, Metro Bus employed 64 fixed route drivers and 37 Dial-a-Ride drivers. The full organizational chart for Metro Bus is presented in Figure 3-1.

Figure 3-1 – Organizational Chart



3.2 Service Description

The MTC service area includes the cities of Saint Cloud, Sauk Rapids, Waite Park, and Sartell. Within the region, MTC operates 21 fixed routes including 7 routes serving Saint Cloud State University (SCSU) during the fall and spring semesters when classes are in session. Metro Bus also offers a downtown trolley service during the summer, and it maintains operating partnerships with the Northstar Link commuter bus service and Jefferson Lines inter-city service. The MTC also operates a demand responsive “Dial-a-Ride” service for disabled customers who are unable to ride the fixed route buses.

3.2.1 Fixed Route Service Description

Metro Bus fixed route service operates seven days per week excluding major US holidays. Historically, fixed routes were identified by names generally based on the neighborhoods or communities the routes served. Since the previous study, the routes have been renamed based on a numbered system.

Figure 3-2 shows a map of the fixed routes. Tables 3-1 and 3-2 describe the operating characteristics for all routes within the Metro Route fixed route network. The system includes three transit centers: a Downtown Transit Center, which is served by many of the regular routes as well as the evening routes; the Crossroads Transit Center, which is served by several regular routes; and a transfer stop at the Miller Learning Resources Center of Saint Cloud State University, which is served by all of the SCSU routes.

The SCSU routes retained the route name in addition to the new number. These routes include: Four local and one express “Campus Clipper” (81/82, 83, 84, and 85) bus routes serving SCSU on weekdays during the school year; the “Husky Shuttle” (91/92) service at SCSU on weekdays during the day and weekend nights; two “Late Nite” (94/95) routes serving SCSU and downtown Saint Cloud on Thursday, Friday, and Saturday nights; and a point-deviated “Sundowner” (93) route serving the University and surrounding areas during the evening, seven days per week during the school year.

Many routes operate at a greater frequency during peak periods than during the midday or evening periods. In addition, many routes with 30 minute cycle times operate on 60 minute headways, allowing for the interlining of vehicles used on these routes with other routes with 30 minute cycle times. Such routes are indicated in Table 3-1 with a vehicle requirement of 0.5.

Figure 3-2 – Metro Bus Route Network

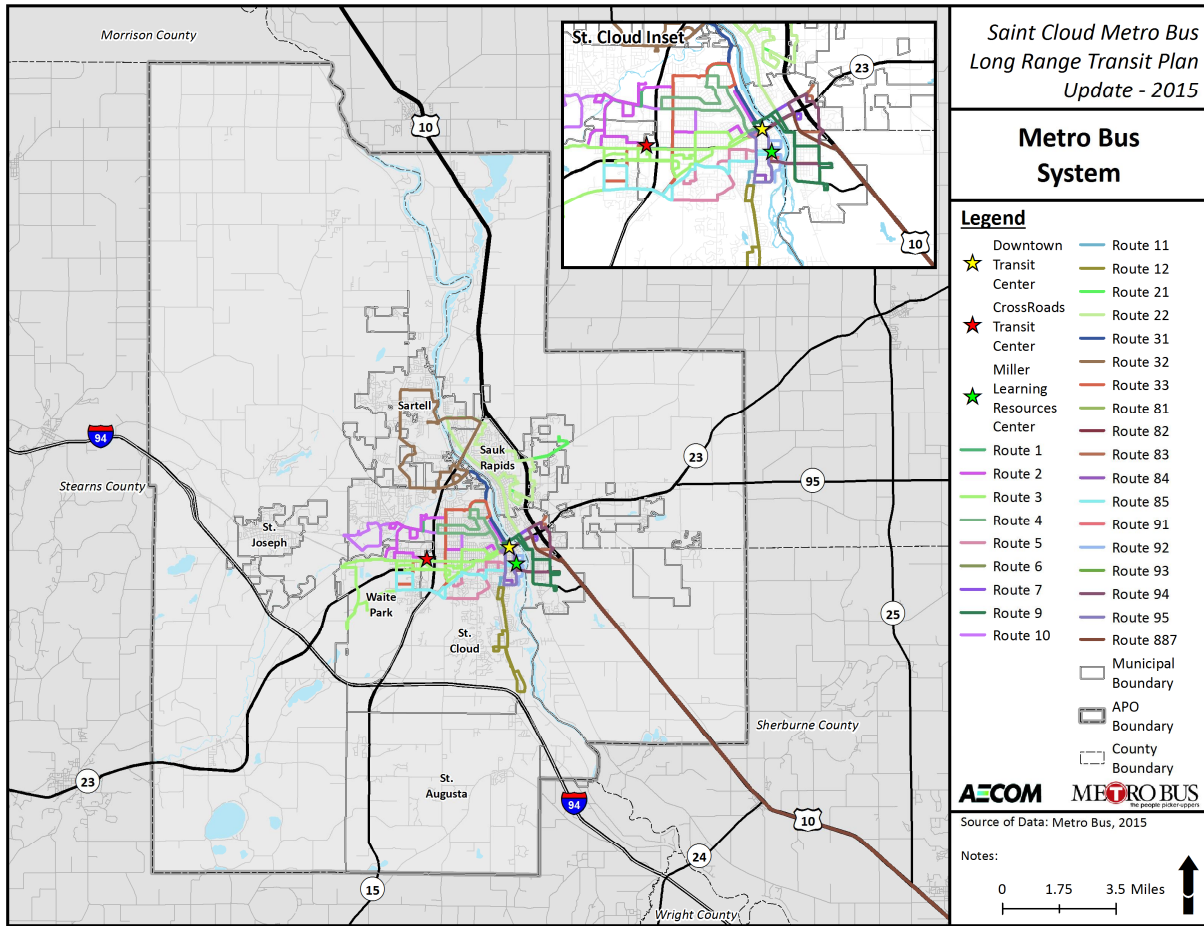


Table 3-1 – Span and Frequency of Service – Regular Routes

Route No.	Description	Span of Service	Headway (Minutes)	Number of Buses (PM Peak)
<i>Monday through Friday</i>				
1	Waite Park	5:20 AM – 10:00 PM	30, 60 after 6 PM	2
2	Pantown	5:20 AM – 9:42 PM	30, 60 after 6 PM	2
3	West Side	5:45 AM – 10:12 PM	30, 60 after 6 PM	2
4	North Side	5:45 AM – 9:12 PM	30 Peak, 60 Off Peak	1
5	South Side	6:15 AM – 8:42 PM	30 Peak, 60 Off Peak	1
6	East Side 15	5:10 AM – 10:29 PM	60	0.5
7	East Side 45	5:45 AM – 6:12 PM	60	0.5
9	Southeast	5:50 AM – 9:12 PM	30 Peak, 60 Off Peak	1
10	Westwood	5:37 AM – 7:38 PM	30	1
11	University	5:15 AM – 10:12 PM	30	1
12	Route 75	6:25 AM – 6:22 PM	30	1
21	Sauk Rapids 15	6:01 AM – 6:12 PM	60	1
22	Sauk Rapids 45	5:54 AM – 9:42 PM	60	1
31	Sartell	6:15 AM – 8:42 PM	30, 60 after 6 PM	1
32	Sartell	6:30 AM – 8:25 PM	60	1
33	Southwest	6:03 AM – 9:17 PM	60	2
<i>Saturday</i>				
1	Waite Park	8:15 AM – 6:12 PM	30 Peak, 60 Off Peak	2
2	Pantown	7:45 AM – 6:42 PM	30 Peak, 60 Off Peak	2
3	West Side	8:45 AM – 6:42 PM	60	0.5
4	North Side	7:45 AM – 6:12 PM	60	0.5
5	South Side	8:15 AM – 5:42 PM	60	0.5
6	East Side 15	8:15 AM – 5:42 PM	60	0.5
9	Southeast	7:45 AM – 6:12 PM	60	0.5
10	Westwood	8:42 AM – 6:08 PM	30	1
11	University	7:45 AM – 6:12 PM	60	0.5
22	Sauk Rapids 45	8:45 AM – 6:42 PM	60	0.5
31	Sartell	9:15 AM – 5:42 PM	60	0.5
32	Sartell	9:30 AM – 5:25 PM	60	0.5
33	Southwest	8:47 AM – 6:47 PM	60	0.5
<i>Sunday</i>				
1	Waite Park	9:15 AM – 6:12 PM	30 Peak, 60 Off Peak	2
2	Pantown	8:45 AM – 5:42 PM	30 Peak, 60 Off Peak	2
3	West Side	8:45 AM – 6:12 PM	60	0.5
4	North Side	8:45 AM – 6:12 PM	60	0.5
5	South Side	9:15 AM – 5:42 PM	60	0.5
6	East Side 15	9:15 AM – 5:42 PM	60	0.5
9	Southeast	8:45 AM – 6:12 PM	60	0.5
11	University	8:45 AM – 6:12 PM	60	0.5
22	Sauk Rapids 45	8:45 AM – 5:42 PM	60	0.5
31	Sartell	10:15 AM – 5:42 PM	60	0.5
32	Sartell	10:30 AM – 5:25 PM	60	0.5
33	Southwest	8:47 AM – 5:47 PM	60	0.5

Source: Metro Bus Timetables

Table 3-2 shows operating statistics for the college routes. These are shown separately, as there is greater variation in service offered on each day of the week than for the regular fixed routes. The college system includes five “Campus Clipper” routes which operate only on weekdays. Additionally, Metro Bus operates a “Husky Shuttle” route, serving as a circulator on the immediate SCSU campus, during the day on weekdays as well as Sunday through Thursday evenings. Other services to SCSU include two “Late Nite” routes operating Thursday through Saturday evenings, and the point-deviated “Sundowner” route operating seven days per week during the evening.

Table 3-2 – Span and Frequency of Service – Campus Routes

Route No.	Description	Span of Service	Headway (Minutes)	Number of Buses
<i>Monday through Friday</i>				
81	Campus Clipper Southeast	7:20 AM – 5:13 PM	30	1
82	Campus Clipper Southeast Express	7:52 AM – 4:35 PM	30	1
83	Campus Clipper Northeast	7:20 AM – 6:13 PM	30	1
84	Campus Clipper South	7:37 AM – 5:13 PM	30	1
85	Campus Clipper West	7:25 AM – 5:48 PM	30	1
91	Husky Shuttle	6:45 PM – 12:15 AM	10	1
<i>Sunday through Thursday</i>				
92	Husky Shuttle	5:30 PM – 11:20 PM	20	1
93	Sundowner	5:50 AM – 9:12 PM	30	1
<i>Friday & Saturday</i>				
93	Sundowner	6:45 PM – 12:15 AM	30	1
<i>Thursday, Friday, & Saturday</i>				
94	Late Nite	10:25 PM – 2:38 AM	20	0.5
95	Late Nite	10:20 PM – 6:12 PM	20	1

Source: Metro Bus Timetables

Below is a brief description of each fixed route.

Route 1 (Waite Park)

This route mirrors Route 2, operating a large loop in a clockwise direction. It connects the Downtown Transit Center to the Crossroads Transit Center, Waite Park City Hall, the Industrial Park on McLeland Road, the VA Medical Center, Saint Cloud Technical College, and the Saint Cloud Hospital.

Route 2 (Pantown)

This route follows a large loop connecting downtown Saint Cloud to areas north and west of downtown as well as Waite Park. It is the counter-clockwise counterpart to Route 1 (which runs clockwise). Key generators along the Pantown Route include downtown Saint Cloud, Saint Cloud Hospital, Saint Cloud Technical College, Whitney Center, Whitney Park, Health Partners, North Village, the VA Hospital, the Industrial Park on McLeland Road, Veterans’ Golf Course, the Westwood School (evenings and Sundays),

River's Edge Park, Waite Park City Hall, the Parkwood Theater, the Crossroads Transit Center, and Midtown Square.

Route 3 (West Side)

This route serves neighborhoods straddling Division Street/2nd Street South between downtown Saint Cloud and Waite Park, serving several active commercial areas. Additionally, it serves both the Downtown Transit Center and the Crossroads Transit Center, similar to both the Pantown and Waite Park Routes, as well as Bel Clare Estates and the Tri-CAP facility. Key generators include downtown Saint Cloud, Wal-Mart, Sam's Club, the Home Depot, and the Crossroads Center.

Route 4 (North Side)

This route connects the Downtown Transit Center with neighborhoods on the North Side of Saint Cloud. It runs in a clockwise loop roughly along 8th Street N, 37th Avenue N, 10th Street N, 13th Avenue N, 15th Street N, and 9th Avenue N. Key generators include downtown Saint Cloud, Centennial Plaza, the Electrolux Company, Pantown Park, Madison School, Centennial Park, Health Partners, Saint Cloud Technical College, and Area Wilson School.

Route 5 (South Side)

This route connects the Downtown Transit Center to the areas immediately south and southwest of downtown Saint Cloud. Areas served include downtown Saint Cloud and the area bounded by Eastman Park, Heritage Park, Calvary Hill Park, and South Side Park.

Routes 6 and 7 (East Side 15 and 45)

This route is really a single service divided into two "sub-routes" operating in reverse directions. Route 6 leaves the Downtown Transit Center at 15 minutes past the hour and travels in a counter-clockwise direction, while Route 7 leaves the Downtown Transit Center at 45 minutes past the hour and travels the route in a clockwise direction. Route 7 only operates on weekdays, while Route 6 operates seven days per week.

These routes connect the Downtown Transit Center to the East Side of the City of Saint Cloud, where they operate on a loop roughly following Lincoln Avenue SE, 7th Street SE, 15th Avenue SE, and East Saint Germain Street. Key generators include downtown Saint Cloud, the Amtrak Station, Shopko, Lincoln Pointe, Sherwood Manor, Cloverleaf Park, as well as the Cedar Square Apartments (on Route 6 only).

Route 9 (Southeast)

This route connects the Downtown Transit Center to the southeastern portion of Saint Cloud, east of the Mississippi River. It follows a clockwise loop along 11th Street, 15th Avenue SE, Minnesota Boulevard, and Kilian Boulevard. Key generators include downtown Saint Cloud, Riverside Park, Saint Benedicts Senior Community, Oakwood Apartments, University Village Apartments, and the Talahi Care Center.

Route 10 (Westwood)

Operating Monday through Saturday, this route connects the Industrial Park on McLeland Road (served by both the Routes 1 and 2) to the Industrial Park West, operating in a small loop around the former and large loop around the latter. It does not operate to the Downtown Transit Center, but rather connects with Routes 1 and 2 to provide downtown connections.

Route 11 (University)

This route connects the Downtown Transit Center to Saint Cloud State University and neighborhoods to the south. Generally following a loop structure, this route serves downtown Saint Cloud, SCSU (including the Miller Learning Resources Center, where passengers can connect to all SCSU routes), and South Side Park. It also offers connections to Route 12 at its southernmost end.

Route 12 (Route 75)

This route follows Clearwater Road and Roosevelt Road (County Route 75) to serve communities to the south of Saint Cloud. It connects to the University Route with a loop between Clearwater Road and 11th Avenue S from 17th Street S to 22nd Street S. This route is relatively new and serves a large, previously un-served area to the south of the city. Route 12 only operates on weekdays. It does not operate to the Downtown Transit Center, but rather connects with Route 11 to provide downtown connections.

Routes 21 and 22 (Sauk Rapids 15 and 45)

These routes operate in a large loop structure throughout the City of Sauk Rapids. Similar to Routes 6 and 7, Route 21 leaves the Downtown Transit Center at 15 minutes past the hour and serves the route in a counter-clockwise direction, and Route 22 leaves the Downtown Transit Center at 45 minutes past the hour and serves the route in a clockwise direction. Key generators include downtown Saint Cloud, Granite Care Home, Caseworks, Industrial Park South, Industrial Park east, Industrial Park North, Stearns, Array Industrial Park, Evergreen Village, Fisher Garden Mobile Home Community, and Sauk Rapids City Hall. Route 21 does not operate on weekends, but Route 22 operates seven days per week.

Routes 31 and 32 (Sartell)

Route 31 connects the City of Sartell (at the Epic Center shopping center) with the Metro Bus Transit Center in downtown Saint Cloud. Route 32 operates a large, clockwise loop through the Cities of Sartell and Sauk Rapids, roughly following County Route 120, Pinecone Road, 7th Street N, Riverside Avenue, 1st Street NE, and Highway 15. Route 31 connects Sartell to the Metro Bus Transit Center via 6th Avenue N. Generators on these routes include the Transit Center, Saint Cloud Hospital, Wal-Mart, Sam's Club, CentraCare Health Plaza, Sartell City Hall, Riverside Shopping Center, Hi-Vie Park, Verso Paper, Evergreen Village, and Saint Cloud Medical Group NW. Both routes operate on weekdays and Saturdays. Route 32 does not operate to the Downtown Transit Center, but rather connects with Route 31 to provide downtown connections.

Route 33 (Southwest)

This route is unique among Metro Bus routes, in that it includes no large loop structures nor does it serve the Downtown Transit Center. Acting more as a "crosstown" route, the Southwest Route connects

the Northway Drive area north of downtown, including the Saint Cloud Hospital, Saint Cloud Technical College, and Health Partners, to the southwestern portion of Saint Cloud, including Midtown Square, Wal-Mart, and Heritage Park, and Waite Park, including the Sundial Apartments, Gatewood Apartments, Park Meadows, Market Place, and the Crossroads Transit Center. The Southwest Route generally follows 15th Street N from Northway Drive, 33rd Avenue N cross-town, and 7th Street S and 2nd Avenue S in Waite Park.

Routes 81 and 82 (Clipper Southeast)

Routes 81 and 82 connect SCSU to neighborhoods to the southeast, across the University Drive Bridge. This area includes several large apartment complexes, including the Oakwood Apartments and University Village Apartments. Route 82 is an express variation of Route 81, operating between SCSU and the University Village Apartments at approximately the same frequency as Route 81 but without the loop on Minnesota Boulevard.

Route 83 (Clipper Northeast)

This route connects SCSU to neighborhoods north and east of the university on the east side of the Mississippi River, including Lincoln Pointe, Sherwood Manor, and the Cedar Square Apartments.

Route 84 (Clipper South)

This route connects SCSU to the immediate neighborhood to the south.

Route 85 (Clipper West)

This route connects the university to neighborhoods (and apartment complexes) to the west, including the South Side of Saint Cloud, neighborhoods surrounding Heritage Park, and the southern section of Waite Park.

Routes 91 and 92 (Husky Shuttle)

Routes 91 and 92 serve as circulator routes on the SCSU campus. On weekdays during the day, Route 91 operates between the Wick Science Building and the Q Lot on the southern edge of campus every 10 minutes. Sunday through Thursday evenings, Route 92 operates between the Newman Center at 1st Avenue S and 4th Street S, via the Miller Learning Resources Center (where transfers are available to Late Nite Routes), to the Q Lot every 20 minutes.

Route 93 (Sundowner)

This route is an evening service that operates seven days per week during the school year. It runs every 30 minutes from 6:45 PM to 12:15 AM, serving as a point deviated route departing from the Miller Learning Resources Center for each trip. On Friday and Saturday nights, all trips also serve Atwood and the K and Q Lots. The service area includes the area bounded by Highway 23 to the north, 16th Street S to the south, Washington Memorial Drive to the west and the Mississippi River to the east, as well as a large area east of the Mississippi River including Lincoln Point (7th Street SE) to the north, University Village Apartments to the East, and Oakwood Apartments (Minnesota Boulevard) to the south. The

11:45 PM and 12:15 AM trips also serve an area north of Highway 10 and south of East Saint Germain Street.

Routes 94 and 95 (Late Nite)

Two “Late Nite” routes operate on Thursday, Friday, and Saturday evenings providing SCSU students with connections to other parts of the city after the regular routes and “Campus Clipper” routes cease operations for the day (approximately 10:00 PM – 2:30 AM). Route 94 service operates hourly, connecting the Miller Learning Resources Center and other SCSU points of interest via University Drive and the Downtown Transit Center, to areas along 15th Avenue SE as well as neighborhoods east of the Mississippi River, including the University Village Apartments, Cedar Square Apartments. The route returns to campus via 3rd Street passing through downtown Saint Cloud. Route 95 connects downtown Saint Cloud (and the Downtown Transit Center) with SCSU and the neighborhood immediately south and west of the university, offering service every fifteen minutes.

3.2.2 Service Details

Route mileage, cycle time, and average speed for each of the regular and SCSU routes are presented in Table 3-3. Metro Bus fixed route vehicles operate approximately 327 hours per day weekdays, 138 hours Saturdays, and 108 hours Sundays. They travel approximately 4,633 miles weekdays, 1,961 miles Saturdays, and 1,552 miles Sundays.

Routes 2 and 3 operate the most, traveling 390 miles in 29 hours and 449 miles in 33 hours respectively on weekdays, 228 miles in 17 hours and 198 miles in 15 hours Saturdays, and 203 miles in 15 hours and 184 miles in 14 hours Sundays. For the regular routes, Route 7 provides the least amount of service on weekdays, traveling 70 miles in 6.5 hours, while Route 6 provides the least amount of service on Saturdays and Sundays, traveling 58 miles in 5 hours Saturdays and 52 miles in 4.5 hours Sundays. The SCSU routes generally provide less service than the regular routes; they operate only during the school year, and except for Route 83 and the Route 85, most routes average fewer than 100 miles in 10 or fewer hours per day. Daily revenue miles and hours for each route are shown in Table 3-4.

Table 3-3 – Roundtrip Mileage and Cycle Time

Route No.	Route Mileage	Typical Cycle Time (minutes)	Average Speed (mph)
1	12.5	30	25
2	13.3	30	26.6
3	20.2	30	40.4
4	7.2	30	14.4
5	7.7	30	15.4
6	5.2	60	5.2
7	5.3	60	5.3
9	7.1	30	14.2
10	6.9	30	13.8
11	4.6	30	9.2
12	8.3	30	16.6
21	17.6	60	17.6
22	17.5	60	17.5
31	7.4	60	7.4
32	16.3	60	16.3
33	15.7	60	15.7
81	4.4	30	8.8
82	3.6	30	7.2
83	7.7	30	15.4
84	2.2	30	4.4
85	10.7	30	21.4
91	1.4	10	8.4
92	3.0	20	9
93	10.0	30	20
94	5.9	20	17.7
95	3.0	20	9

Table 3-4 – Daily Revenue Miles and Hours

Route	Weekday		Saturday		Sunday	
	Miles	Hours	Miles	Hours	Miles	Hours
<i>Regular Routes</i>						
1	380.0	29.7	201.1	16.0	204.0	15.0
2	390.2	28.9	228.0	17.0	202.5	15.0
3	448.8	33.0	197.5	14.5	183.6	13.5
4	160.6	11.0	80.3	5.5	73.0	5.0
5	154.0	10.0	77.0	5.0	69.3	4.5
6	95.5	8.8	58.0	5.0	52.2	4.5
7	70.2	6.5	-	-	-	-
9	157.9	10.9	79.2	5.5	72.0	5.0
10	203.3	14.2	133.0	9.4	-	-
11	166.7	17.0	55.0	5.5	50.0	5.0
12	159.6	9.5	-	-	-	-
21	216.5	12.3	-	-	-	-
22	279.6	15.8	176.0	10.0	158.4	9.0
31	192.4	13.0	66.6	4.5	59.2	4.0
32	225.4	14.0	128.8	8.0	112.7	7.0
33	284.4	18.0	158.0	10.0	142.2	9.0
Regular Route Total	3,585.1	252.5	1,638.5	115.9	1,379.1	96.5
<i>SCSU Routes</i>						
81	88.4	6.8	-	-	-	-
82	64.8	4.5	-	-	-	-
83	161.7	10.7	-	-	-	-
84	42.0	5.0	-	-	-	-
85	218.0	10.4	-	-	-	-
91	150.6	15.7	-	-	-	-
92	52.5	5.8	52.5	5.8	52.5	5.8
93	120.0	6.0	120.0	6.0	120.0	6.0
94	75.8	4.2	75.8	4.2	-	-
95	73.9	5.7	73.9	5.7	-	-
SCSU Route Total	1,047.7	74.7	322.2	21.7	172.5	11.8
TOTAL	4,632.8	327.2	1,960.7	137.6	1,551.6	108.3

Source: Metro Bus, FY15 Estimates

Metro Bus' maximum vehicle requirement includes a peak pullout of 26 vehicles during the PM Peak period on weekdays. The weekday AM Peak period requires 25 vehicles. The Pantown (2) and Waite Park (1) Routes require the greatest number of vehicles – two during the AM peak, midday, and PM peak periods. The West Side (3) Route requires two vehicles during the AM and PM peak periods, and the Southwest (33) Route requires two vehicles during the PM peak. All other routes require either one vehicle, or half of a vehicle (that can be shared with another route). Weekday vehicle requirements by period are shown in Table 3-5. It should be noted that only weekday vehicle requirements are shown as the goal is to show the maximum number of buses needed to operate the fixed route service.

Table 3-5 – Weekday Vehicle Requirements

Route	AM Peak	Midday	PM Peak	Evening
<i>Regular Routes</i>				
1	2	2	2	1
2	2	2	2	1
3	2	1	2	1
4	1	0.5	1	0.5
5	1	0.5	1	0.5
6	0.5	0.5	0.5	0.5
7	0.5	0.5	0.5	-
9	1	0.5	1	0.5
10	1	1	1	-
11	1	1	1	1
12	1	0.5	1	-
21	1	1	1	-
22	1	1	1	1
31	1	1	1	-
32	1	1	1	-
33	1	1	2	1
Regular Route Total	18	15	19	8
<i>SCSU Routes</i>				
81	1	1	1	-
82	1	1	1	-
83	1	1	1	-
84	1	1	1	-
85	1	1	1	-
91	1	1	1	1
92	1	1	1	1
93	-	-	-	1
94	-	-	-	0.5
95	-	-	-	1
SCSU Route Total	7	7	7	4.5
TOTAL	25	22	26	12.5

Source: Metro Bus, 2014

3.2.3 Demand Response Service

Metro Bus Dial-a-Ride is an on-demand service that available to individuals with disabilities (referred to as “Specialized Service”) and riders must obtain program certification before using the service. Dial-a-Ride reservations can be made up to seven days in advance of a trip.

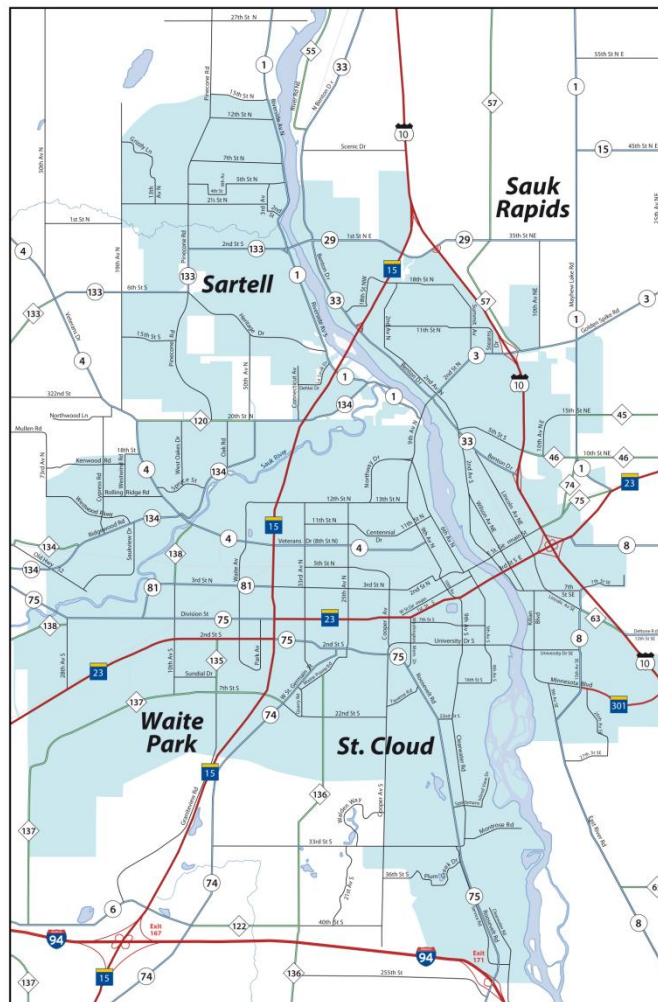
Specialized Service is available throughout the regular fixed route service area and an extended service area (see Figure 3-3) from Monday through Friday from 5:30 AM to 9:00 PM, Saturdays from 8:00 AM to 6:30 PM, and Sundays from 9:00 AM to 6:00 PM. Table 3-6 summarizes the 2013 operating statistics.

Table 3-6 – Demand Response Operating Statistics (FY13)

Ridership	122,263
Revenue Miles	486,382
Revenue Hours	38,865
Peak Vehicles	20

Source: 2013 NTD Reporting

Figure 3-3 – Dial-A-Ride Service Area Map



3.2.4 Commuter Bus

Metro Bus operates commuter bus service via the Northstar Link between Saint Cloud and Clear Lake, Becker, and Big Lake. Table 3-7 contains operating statistics from 2013 for the Northstar Link service. The commuter bus service provides more than 50,000 rides annually.

Table 3-7 – Commuter Bus Operating Statistics (2013)

Ridership	53,152
Revenue Miles	140,120
Revenue Hours	4,700
Peak Vehicles	3

Source: 2013 NTD Reporting

Additional information on Northstar Link is provided in section 3.2.6 below.

3.2.5 Fare Structure

Metro Bus passengers have multiple fare payment options, including cash fares, one-, seven- and thirty-one-day passes, 10-ride passes, and tokens. For regular routes, the cash fare is \$1.25 and transfers are free. The regular cash fare on Dial-a-Ride is \$2.50, and the agency fare is \$4.75. The Dial-a-Ride service also offers 10-ride and 31-day passes. Children 5 and under ride for free. Additionally, SCSU students, faculty, and staff and Saint Cloud Technical and Community College (SCTCC) students ride for free with a valid student ID/university ID through the U-Pass Free Ride program. Local area youth (ages 6 to 17) may also obtain free summer transit passes. The existing fare structure is presented in Table 3-8.

Table 3-8 – Metro Bus Fares

Regular Fixed Route		Seniors and Persons with Disabilities Fixed Route		Dial-a-Ride	
Regular Cash Fare	\$1.25	Half Fare	\$0.60	Regular Cash Fare	\$2.50
Transfer	Free	Transfer	\$0.10	Agency Fare	\$4.75
10-Ride Pass	\$10.50	10-Ride Pass	\$6.00	10-Ride Pass	\$25.00
10 Tokens	\$10.50	N/A		N/A	
1-Day Pass	\$4.25	N/A		N/A	
7-Day Pass	\$17.00	N/A		N/A	
31-Day Pass	\$47.00	N/A		31-Day Pass	\$75.00

The fare collection devices do not require riders to have exact change; they issue change in the form of debit change cards for use on future trips. Fare passes and debit change cards use magnetic strips to communicate with the fare boxes. Fare outlets are located at the Metro Bus Transit Center in downtown Saint Cloud and in Coburn's Grocery Stores around the service area for purchasing passes. Passes can also be purchased online. One-day passes can be purchased at the farebox.

3.2.6 Other Passenger Operators

There are several other transportation providers operating within Metro Bus' service area. Following is a brief description of the service provided by each operator.

Tri-CAP

Tri-CAP provides rural area bus service to the region surrounding the City of Saint Cloud. This includes a Dial-a-Ride service, which operates from 7:00 AM to 4:00 PM Monday through Friday, available throughout Benton and Stearns Counties anywhere outside of the Metro Bus service area and within a 15 mile radius of the Tri-CAP facilities at 1200 23rd Ave. S, Waite Park. Additional Dial-a-Ride services are available in Stearns County with Melrose (Monday through Friday, 7:30 AM to 3:45 PM, including service to Sauk Centre), and with Sauk Centre (Monday through Friday, 7:00 AM to 4:45 PM).

Tri-CAP also provides limited fixed route service in Stearns and Benton Counties, connecting Sauk Centre, Foley, and intermediate communities to Saint Cloud. The Sauk Centre to Saint Cloud Route operates via the Interstate 94 corridor on Mondays and Wednesdays, via the Highway 23 corridor on Tuesdays, and via the Highway 55 corridor on Thursdays, with one inbound trip to Saint Cloud in the morning and one outbound trip to Sauk Center in the evening. Additionally, service between Saint Cloud and Foley is operated Thursdays, and one round trip is operated between Willmar and Sauk Centre on the first Monday of the month. The fares are \$1.25 for a one-way trip within one city, or \$3.00 for a one-way trip for rural/intercity trips.

College of Saint Benedict

The College of Saint Benedict, the women's counterpart to the men's Saint John's University, is located in Saint Joseph. The two colleges (Saint John's University is located in Collegeville) combined enrollment is more than 3,800 students. The transportation department of the College of Saint Benedict provides bus transportation for students, faculty, and staff on each campus, between the campuses, and to Saint Cloud (weekends only), among other destinations.

Greyhound and Jefferson Lines

Greyhound and Jefferson Lines serve the intercity market, connecting Saint Cloud to Minneapolis, Fargo, Grand Forks, Willmar, Brainerd, Bemidji, and other cities via transfers. Historically, service had been provided to Winnipeg, Manitoba; however, that connection is no longer available. Both Greyhound and Jefferson Lines services include stops at the Pilot Travel Center and Metro Bus Transit Center.

Northstar Link

Minneapolis' Metro Transit currently operates the Northstar commuter rail service between Minneapolis and Big Lake. This service is planned to be extended to Saint Cloud and Rice in the future. In the meantime, Metro Bus operates (in partnership with the Metropolitan Council of the Twin Cities and the Northstar Corridor Development Authority) Northstar Link bus service, which connects the Big Lake terminal of the Northstar rail service to Saint Cloud.

Service is provided seven days a week (excluding major holidays), and for all home games during the Minnesota Vikings and Minnesota Twins seasons. Normal weekday service includes five morning trips

and five afternoon trips, northbound and southbound, during peak hours. One morning and one afternoon trip is provided on Saturday and Sunday in each direction. Northstar Link also operates one midday “Fabulous Friday” service, in each direction, traveling between Saint Cloud, Becker, Big Lake, Elk River, Ramsey, Anoka, Coon Rapids and Ramp B/5th Street Transit Center in Minneapolis.

The normal and special event Northstar Link services use the following five stops: Metro Bus Transit Center, SCSU Miller Center, East Saint Cloud Park & Ride, Becker Park & Ride, and Big Lake Park & Ride. The schedule provides three to ten minutes for riders to transfer between the Northstar Link and the Northstar commuter rail line. Northstar Link Commuter Bus fares are listed in Table 3-9.

Table 3-9 – Northstar Link Commuter Bus Fares

Northstar Link Commuter Bus				
<u>Destination</u>	<u>One-Way</u>	<u>Round Trip</u>	<u>10-Ride Pass</u>	<u>31-Day Pass</u>
Big Lake	\$2.00	\$4.00	\$17.00	\$70
Becker	\$1.00	\$2.00	N/A	N/A
Minneapolis	\$5.50	\$11.00	N/A	N/A

Amtrak

The Saint Cloud Amtrak Station, located east of downtown, serves as a stop for Amtrak’s Empire Builder route. The train stops once daily in each direction. Portland/Seattle-bound train Number 7/27 stops in Saint Cloud at 12:30 AM, and Chicago-bound train Number 8/28 stops in Saint Cloud at 5:14 AM.

Allegiant Air & Sun Country

In 2012, commercial airline service to the Twin Cities and Greater Minnesota, provided by Mesaba Airlines/Northwest Airlink, ended. Recently, commercial service to Chicago O’Hare – operated by United Express – also ended. Allegiant Air currently operates seasonal service to Phoenix/Mesa, Arizona and Orlando/Sanford, Florida. Flights to Phoenix begin in late April and generally operate every Wednesday and Saturday through October. As of June 2015, flights to Orlando have not been scheduled due to a shortage of aircraft. Sun Country Airlines operates seasonal charter flights to Don Laughlin’s Riverside Resort Hotel & Casino in Laughlin/Bullhead City on the border of Arizona and Nevada. As of 2015, airport operators have also expressed interest in expanding charter flight service to the Bakken Oil fields and Dickenson areas of North Dakota.

Taxi Services

According to the Saint Cloud Regional Airport website, at least seven taxi companies and five limousine companies offer taxicab service to the Saint Cloud area.

Rideshare

While common to many metropolitan areas, carshare services such as Lyft and Uber have yet to reach the Saint Cloud area. It is likely that rideshare services will eventually reach the Saint Cloud market as

the area continues to grow and services such as these continue to increase in popularity. SCSU provides a community rideshare board via the Atwood Memorial Center for students and employees interested in ride-sharing or carpooling.

3.3 Financial Information

This section provides an overview of systemwide operating expenses and revenue sources. Table 3-10 presents revenue and expenses by source for Fiscal Year 2013. This table shows that vehicle operation is the largest expense line item, followed by ADA-related expenses, vehicle maintenance and general administrative expenses. While directly generated funds comprised 18% of revenue in FY 2013, the largest source of revenue remained state funding.

Table 3-10 – Expenses and Revenues

Category	Amount
<i>Expense</i>	
Vehicle Operation	\$7,183,298
Vehicle Maintenance	\$1,153,270
Non-Vehicle Maintenance	\$251,762
General Administrative	\$1,269,834
ADA-Related Expenses	\$2,751,221
Total	\$9,858,164
<i>Revenue</i>	
Directly Generated	\$1,762,444
Local	\$967,597
State	\$5,075,871
Federal	\$1,902,586
Other	\$154,802
Total	\$9,863,300

Source: 2013 NTD Reporting

3.4 Capital Resources

Metro Bus' capital resources include buses, bus stops, shelters, supervisory and maintenance vehicles, and property. Metro Bus also owns its garage at 665 Franklin Avenue NE, a site that also contains the Metro Bus administrative offices. Besides the capital assets owned by Metro Bus, this section also presents the current capital program.

As of 2013, Metro Bus currently owned 66 bus shelters and 14 benches throughout the four-city (Saint Cloud, Sauk Rapids, Waite Park, and Sartell) area.

The Metro Bus vehicle fleet includes buses, paratransit vehicles, and rubber-wheeled trolleys used in revenue service as well as non-revenue vehicles that are used for supervisory personnel and maintenance purposes. In 2013, the peak requirement for service was 39 fixed route vehicles, 23 demand response vehicles, and 4 commuter buses, resulting in spare ratios of 44% for fixed route vehicles, 15% for demand response vehicles, and 33% for commuter buses.

Metro Bus expected to add six vehicles to the Dial-a-Ride fleet in 2015 as part of the Transportation Improvement Program (TIP).

3.4.1 Revenue Fleet

As of late 2014, the Metro Bus fleet consisted of 76 vehicles, including 42 fixed route vehicles, two rubber wheeled trolleys, 24 paratransit vehicles, 6 commuter coaches, and 1 historic GMC New Look bus. The fixed route fleet consists primarily of low floor, 35-foot, diesel transit buses, most of which were manufactured in 2003 or later. The demand response fleet consists mostly of 25-foot paratransit vehicles built between 2006 and 2012. Table 3-11 presents the details of Metro Bus' current fleet inventory. In addition, all Metro Bus vehicles are wheelchair accessible in accordance with requirements of the Americans with Disabilities Act of 1990 (ADA).

Table 3-11 – Revenue Fleet Inventory

Number of Vehicles	Vehicle Length	Year, Manufacturer & Style
<i>Fixed Route</i>		
2	24'	2009 Eldorado Standard Floor
2	26'	2011 Arboc Low Floor
5	35'	2003 Gillig Low Floor
3	40'	2004 New Flyer Low Floor
3	35'	2006 New Flyer Low Floor
4	35'	2010 New Flyer Low Floor
23	35'	2014 New Flyer Low Floor
<i>Specialty Buses</i>		
1	30'	2005 Optima Trolley
1	30'	1984 Old Town Trolley
1	35'	Historic GMC New Look
<i>Dial-a-Ride Fleet</i>		
2	24'	2006 TurtleTop Standard Floor
4	25'	2008 Eldorado Standard Floor
2	25'	2009 Eldorado Standard Floor
9	26'	2010 Arboc Low Floor
5	26'	2011 Arboc Low Floor
1	26'	2011 Arboc Low Floor
1	26'	2012 Arboc Low Floor
<i>Commuter Coach Fleet</i>		
1	40'	1997 MCI Commuter Coach
3	45'	2000 MCI Commuter Coach
2	45'	2001 MCI Commuter Coach
<i>Dial-a-Ride Fleet (2015 anticipated)</i>		
6	26'	2015 Champion Low Floor

Source: Metro Bus 2015

3.4.2 Administrative, Operating, and Maintenance Facilities

The Metro Bus maintenance facility, where vehicles are stored, refueled, and maintained, is located at 665 Franklin Avenue NE. The facility is modern and sufficient for Metro Bus' needs. The facility allows for the indoor storage of the fleet, which is advantageous given the local climate.

3.4.3 Transit Centers

Metro Bus utilizes three primary Transit Centers where passengers can transfer between routes: the Crossroads Transit Center, the Downtown Transit Center, and the Miller Learning Resources Center stop at Saint Cloud State University.

The Downtown Transit Center is the largest of Metro Bus' transfer facilities, serving 12 of the regular routes. This facility is located off-street at the corner of 5th Avenue S and 1st Street S, and includes bus bays for Metro Bus, two bays for Jefferson Lines, a permanent building structure with restrooms, tickets, information, and an indoor waiting area, as well as connections to intercity services (i.e., Jefferson Lines). Route schedules are coordinated for passenger ease in transferring between routes at this facility – many routes depart at 15 or 45 minutes past the hour.

The Crossroads Transit Center is located at the Crossroads Center shopping mall on Division Street between Highway 15 and Waite Avenue in Waite Park. The Transit Center includes two heated bus shelters for passenger comfort. This facility is served by Routes 1, 2, 3, and 33. Route schedules at this facility are not coordinated.

The SCSU Routes, with the exception of the Husky Shuttle daytime service, all serve the Metro Bus stop in front of the Miller Learning Resources Center at 4th Avenue S and 7th Street S. Passenger amenities include two sheltered stops and benches. This stop serves Routes 11, 81, 82, 83, 84, 85, 91, 92, 93, 94, and 95.

3.4.4 Bus Stops and Bus Stop Amenities

Metro Bus maintains roughly 700 stops throughout the system. Stops are easily identifiable by clear, brightly-colored signs featuring the large, red "T" logo used in Metro Bus marketing materials, a telephone number (320-251-RIDE) that passengers may use to obtain service or schedule information, a color-coded list of routes stopping at that location, and the Metro Bus system name.

3.5 Historical Trends

The NTD provides a snapshot of the performance of Metro Bus operations over the last five years. Two trends are noted in the following sections: service trends and financial trends. Service trends include measures such as hours and miles of operation as well as number of passengers. The financial trends include expenditures and revenue changes over time.

3.5.1 Service Level Trends

As seen in Table 3-12, Metro Bus service reached a historic peak in 2011, but ridership and operations have declined in recent years. Between 2009 and 2011, revenue hours and miles increased by 7% and 14%, respectively. Since 2011, both hours and miles decreased by less than one percent; however,

ridership decreased to 2008-2009 levels. The number of vehicles operating at peak times has continued to increase (14%) over the five-year period.

Table 3-12 – Metro Bus Service Level Trends

	2009	2010	2011	2012	2013
Annual Passengers	2,381,444	2,414,575	2,438,073	2,376,732	2,372,625
Revenue Hours	120,655	123,925	129,482	128,863	128,350
Revenue Miles	1,616,713	1,745,619	1,834,657	1,831,611	1,822,173
Peak Vehicles	44	47	47	48	50

Source: 2013 NTD Reporting

3.5.2 Financial Trends

The trends shown in Tables 3-13 and 3-14 indicate that both the costs and funding of Metro Bus have continued to increase (by approximately 15%) over the last five years. Between 2009 and 2013, non-vehicle maintenance costs and vehicle operation costs increased substantially by 36% and 20%, respectively. Vehicle maintenance costs have increased by 5%, but general administrative costs have decreased by 2% indicating a possible leveling off since the previous study.

Revenue trends mirror those of costs, with funding exceeding costs by less than 0.06% each year. The primary funding source is the State of Minnesota, supplying roughly half of the revenue. Between 2009 and 2013, both the state portion and the amount generated directly increased by 27% and 28%, respectively; however, the amounts provided by local, federal, and other funding sources have decreased. As seen in Table 3-14, state and directly generated funding have increased each year, while other source have fluctuated over the period.

Table 3-13 – Expense Trend 2009-2013

	2009	2010	2011	2012	2013
Vehicle Operation	\$6,004,434	\$6,416,944	\$6,863,507	\$6,990,904	\$7,183,298
Vehicle Maintenance	\$1,103,881	\$1,158,883	\$1,265,654	\$1,160,447	\$1,153,270
Non-Vehicle Maintenance	\$185,598	\$169,651	\$192,582	\$208,991	\$251,762
General Administrative	\$1,294,824	\$1,116,796	\$1,087,790	\$1,257,847	\$1,269,834
Total	\$8,588,737	\$8,862,274	\$9,409,533	\$9,618,189	\$9,858,164

Source: 2013 NTD Reporting

Table 3-14 – Revenue Trend 2009-2013

	2009	2010	2011	2012	2013
Directly Generated	\$1,379,530	\$1,440,033	\$1,586,659	\$1,689,747	\$1,762,444
Local	\$1,025,376	\$331,600	\$550,594	\$674,077	\$967,597
State	\$4,022,867	\$4,824,274	\$5,151,507	\$5,051,458	\$5,075,871
Federal	\$1,967,074	\$2,107,966	\$1,957,432	\$2,030,149	\$1,902,586
Other	\$199,026	\$162,220	\$165,229	\$174,181	\$154,802
Total	\$8,593,873	\$8,866,093	\$9,411,421	\$9,619,612	\$9,863,300

Source: 2013 NTD Reporting

3.6 Route Diagnostics

The purpose of the route diagnostics discussion is to determine the degree to which each route contributes to the overall operations of the transit system as well as to identify possible areas in which specific routes or operations could be modified increase efficiency or effectiveness. To accomplish this, five “guideline” indicators were collected to establish a baseline for each route including: ridership statistics, revenue hours, revenue miles, operating cost, and farebox revenue. The data shown in Table 3-15 were supplied by Metro Bus and represent operations for Fiscal Year 2013.

In FY 2013, Metro Bus carried 1,633,834 passengers on the regular routes and 128,087 passengers on Dial-A-Ride, as well as 513,045 passengers on the SCSU routes when school was in session. The Northstar Link commuter bus added an additional 59,225 passengers.

In terms of revenue hours, Metro Bus’ regular routes operated 73,767 revenue hours, with Dial-A-Ride operating 40,933 hours, and during the school year, the SCSU routes operated an additional 12,362 hours. The Northstar Link operated 5,109 revenue hours. Systemwide operating costs totaled approximately \$10 million.

Table 3-15 – Baseline Data for Route Diagnostics FY 2013

Route	Annual Ridership	Annual Revenue Hours	Annual Revenue Miles	Annual Operating Cost	Annual Farebox Revenue
Regular Routes					
1	250,772	9,148	117,965	\$863,953	\$205,168
2	241,027	9,013	121,887	\$851,203	\$197,196
3	136,119	7,516	66,968	\$709,824	\$111,365
4	74,853	3,338	48,925	\$315,246	\$61,241
5	62,179	3,034	46,878	\$286,536	\$50,872
6	104,270	2,716	30,083	\$256,504	\$85,308
7	53,759	1,654	17,901	\$156,207	\$43,983
9	88,026	3,319	48,127	\$313,452	\$72,018
10	26,279	4,107	58,758	\$387,872	\$21,500
11	250,633	4,865	47,969	\$459,459	\$205,055
12	19,176	2,420	40,698	\$228,549	\$15,689
19 (Trolley)	7,095	420	702	\$39,666	\$0
21	57,212	3,120	55,208	\$294,658	\$46,808
22	94,591	5,010	88,692	\$473,153	\$77,389
31	51,783	3,747	55,604	\$353,873	\$42,366
32	30,129	4,338	77,697	\$409,688	\$24,650
33	84,501	5,547	88,132	\$523,868	\$69,134
34 (Stearns County)	1,430	455	12,878	\$42,971	\$1,170
Regular Routes Total	1,633,834	73,767	1,025,069	\$6,966,683	\$1,330,912
SCSU Routes					
81	43,345	1,074	14,056	\$101,430	\$35,463
82	41,221	744	10,876	\$70,265	\$33,725
83	41,465	1,742	27,672	\$164,517	\$33,924
84	36,821	790	6,678	\$74,609	\$30,125
85	53,799	1,718	35,807	\$162,251	\$44,015
91	224,552	2,703	26,203	\$255,276	\$183,717
92	17,324	1,330	12,720	\$125,607	\$14,174
93	29,028	1,416	29,120	\$133,729	\$23,749
94	4,011	359	6,443	\$33,905	\$3,282
95	21,479	486	6,282	\$45,899	\$17,573
SCSU Route Total	513,045	12,362	175,856	\$1,167,489	\$419,746
FIXED ROUTE TOTAL	2,146,879	86,129	1,200,925	\$8,134,171	\$1,750,658
Route	Annual Ridership	Annual Revenue Hours	Annual Revenue Miles	Annual Operating Cost	Annual Farebox Revenue
Demand Response					
Dial-a-Ride*	128,087	40,933	486,382	\$3,865,783	\$316,968
Commuter Bus					
Northstar Link*	59,225	5,109	139,918	\$482,503	\$108,455
SYSTEM TOTAL	2,334,191	132,171	1,827,225	\$12,482,457	\$2,176,081

Source: Metro Bus 2014, *NTD 2013 Profile annual miles, farebox revenue

3.6.1 Service Effectiveness

Service effectiveness describes the amount of service utilized per unit of transit service provided. Service effectiveness is measured based on two indicators: passengers per mile and passengers per hour. While both of these indicators are presented, only the passengers per hour statistic is included in the route scoring and ranking presented at the end of the route diagnostics section to avoid duplication.

For each of the diagnostic indicators, each route is ranked compared to the other routes in the system, and is also compared to the system average. SCSU route service was analyzed separately as the seasonal nature of these routes would skew the performance of the year-long services.

Passengers per Mile

The passengers per mile figures and rankings are presented in Table 3-16. This indicator measures the number of passengers carried each day by each route versus the number of miles per day the route operates.

Metro Bus averages 2.1 passengers per mile on the regular routes, 3.0 passengers per mile for the SCSU routes, 0.3 passengers per mile on Dial-A-Ride, and 0.4 passengers per mile for the Northstar Link commuter bus.

Four of the regular routes operate above average, and seven operate below average; five of the SCSU routes operate above average. SCSU routes do not compare well, as the Clipper routes, Husky Shuttle, Late Nite routes, and Sundowner all provide vastly different types of service.

With the exception of the downtown trolley (Route 19), Route 11 had the highest number of passengers per mile for regular routes, reflecting the generally higher passengers per mile on routes that serve SCSU. Following Route 11 are the Routes 6 and 7.

At the other end of the scale, Routes 10, 12, 21, 22, 31, and 32 each carried fewer than 60% of the systemwide average for passengers per mile.

Table 3-16 – Service Effectiveness Indicators

Route	Passengers per Mile	Rank	Percent of System Average	Passengers per Hour	Rank	Percent of System Average
<i>Regular Routes</i>	<i>Average = 2.1</i>			<i>Average = 20.6</i>		
1	2.1	5	101%	27.4	4	133%
2	2.0	7	94%	26.7	5	130%
3	2.0	6	96%	18.1	11	88%
4	1.5	9	72%	22.4	7	109%
5	1.3	10	63%	20.5	8	99%
6	3.5	3	164%	38.4	2	186%
7	3.0	4	142%	32.5	3	157%
9	1.8	8	87%	26.5	6	128%
10	0.4	16	21%	6.4	17	31%
11	5.2	2	247%	51.5	1	249%
12	0.5	15	22%	7.9	15	38%
19 (Trolley)	10.1	1	478%	16.9	12	82%
21	1.0	12	49%	18.3	10	89%
22	1.1	11	50%	18.9	9	91%
31	0.9	14	44%	13.8	14	67%
32	0.4	17	18%	6.9	16	34%
33	1.0	13	45%	15.2	13	74%
34 (Stearns County)	0.1	18	5%	3.1	18	15%
<i>SCSU Routes</i>	<i>Average = 3.0</i>			<i>Average = 36.9</i>		
81	3.1	5	102%	40.4	5	109%
82	3.8	3	125%	55.4	2	150%
83	1.5	7	49%	23.8	7	64%
84	5.5	2	182%	46.6	3	126%
85	1.5	6	49%	31.3	6	85%
91	8.6	1	282%	83.1	1	225%
92	1.4	8	45%	13.0	9	35%
93	1.0	9	33%	20.5	8	55%
94	0.6	10	21%	11.2	10	30%
95	3.4	4	113%	44.2	4	120%
<i>Demand Response</i>						
Dial-a-Ride	0.3	1	100%	3.1	1	100%
<i>Commuter Bus</i>						
Northstar Link	0.4	1	100%	11.6	1	100%

Source: Metro Bus 2014

Passengers per Hour

Also shown in Table 3-16, the passengers per hour measures the number of passengers carried by each route versus the number of hours the route operates. Metro Bus averages 20.6 passengers per hour on the regular routes, 36.9 passengers per hour on the SCSU routes, 3.1 passengers per hour on Dial-A-Ride, and 11.6 passengers per hour on the Northstar Link. As with the other measure of service effectiveness, passengers per mile, Route 11 ranks first out of regular routes with 51.5 passengers per hour, while Route 10 ranks lowest, with 6.4. Routes 10, 12, and 32 fall below 50 percent of the systemwide average; Southwest, and Sauk Rapids 15 and 45 fall between 60 and 80 percent of the systemwide average.

3.6.2 Financial Efficiency

Financial efficiency measures the cost of providing transit service per unit of service provided. One indicator, cost per mile, is used to describe financial efficiency. Cost per revenue hour for the system was used to determine operating costs by route, so it is excluded from this analysis.

Cost per Mile

Table 3-17 presents the cost per mile for each regular route, SCSU route, and the Dial-A-Ride service, as well as the route rankings. This indicator presents the total route cost per revenue mile operated, and is an indicator of how well resources are being used to produce a unit of service. Metro Bus averages \$9.51 in cost per mile for the regular routes, \$7.21 per mile for the SCSU routes, \$3.45 per mile for the commuter service, and \$7.95 per mile for the Dial-A-Ride program. The longest routes perform best in this category.

3.6.3 Cost Effectiveness

Cost effectiveness measures the effectiveness of the system from a financial standpoint – how well the dollars put into the system are being used to produce trips. The cost effectiveness indicators include cost per passenger, subsidy per passenger, and farebox recovery.

Cost per Passenger

Also shown in Table 3-17 is cost per passenger and ranking for each regular route, SCSU route, and the Dial-A-Ride service. Metro Bus averages \$7.27 in cost per passenger for the regular routes, \$3.66 per passenger for the SCSU routes, \$8.15 per passenger for the commuter service, and \$30.18 per passenger for the Dial-A-Ride program.

Subsidy per Passenger

Subsidy per passenger is similar to cost per passenger, but measures specifically how much of the operating subsidy goes towards each passenger's trip. Metro Bus averages \$10.20 in subsidy per passenger for the regular routes, \$5.14 per passenger for the SCSU routes, \$11.43 per passenger for the commuter service, and \$42.34 per passenger for the Dial-A-Ride program.

Table 3-17 – Financial Efficiency and Cost Effectiveness Indicators

Route	Cost per Mile	Rank	Percent of System Average	Cost per Passenger	Rank	Percent of System Average	Subsidy per Passenger	Rank	Percent of System Average	Farebox Recovery	Rank	Percent of System Average
<i>Regular Routes</i>	<i>Average = \$9.51</i>			<i>Average = \$7.27</i>			<i>Average = \$10.20</i>			<i>Average = 17.08%</i>		
1	\$7.32	13	77%	\$3.45	4	47%	\$4.83	4	47%	23.7%	4	139%
2	\$6.98	12	73%	\$3.53	5	49%	\$4.95	5	49%	23.2%	5	136%
3	\$10.60	17	111%	\$5.21	11	72%	\$7.32	11	72%	15.7%	11	92%
4	\$6.44	9	68%	\$4.21	7	58%	\$5.91	7	58%	19.4%	7	114%
5	\$6.11	7	64%	\$4.61	8	63%	\$6.46	8	63%	17.8%	8	104%
6	\$8.53	14	90%	\$2.46	2	34%	\$3.45	2	34%	33.3%	2	195%
7	\$8.73	15	92%	\$2.91	3	40%	\$4.08	3	40%	28.2%	3	165%
9	\$6.51	10	69%	\$3.56	6	49%	\$5.00	6	49%	23.0%	6	135%
10	\$6.60	11	69%	\$14.76	17	203%	\$20.70	17	203%	5.5%	16	32%
11	\$9.58	16	101%	\$1.83	1	25%	\$2.57	1	25%	44.6%	1	261%
12	\$5.62	5	59%	\$11.92	15	164%	\$16.72	15	164%	6.9%	14	40%
19 (Trolley)	\$56.50	18	594%	\$5.59	12	77%	\$7.84	12	77%	0.0%	18	0%
21	\$5.34	4	56%	\$5.15	10	71%	\$7.22	10	71%	15.9%	10	93%
22	\$5.33	3	56%	\$5.00	9	69%	\$7.02	9	69%	16.4%	9	96%
31	\$6.36	8	67%	\$6.83	14	94%	\$9.59	14	94%	12.0%	13	70%
32	\$5.27	2	55%	\$13.60	16	187%	\$19.07	16	187%	6.0%	15	35%
33	\$5.94	6	63%	\$6.20	13	85%	\$8.70	13	85%	13.2%	12	77%
34 (Stearns County)	\$3.34	1	35%	\$30.05	18	413%	\$42.15	18	413%	2.7%	17	16%

Route	Cost per Mile	Rank	Percent of System Average	Cost per Passenger	Rank	Percent of System Average	Subsidy per Passenger	Rank	Percent of System Average	Farebox Recovery	Rank	Percent of System Average
<i>SCSU Routes</i>	<i>Average = \$7.21</i>			<i>Average = \$3.66</i>			<i>Average = \$5.14</i>			<i>Average = 32.01%</i>		
81	\$7.22	6	100%	\$2.34	5	64%	\$3.28	5	64%	35.0%	5	109%
82	\$6.46	5	90%	\$1.70	2	47%	\$2.39	2	47%	48.0%	2	150%
83	\$5.95	4	82%	\$3.97	7	108%	\$5.57	7	108%	20.6%	7	64%
84	\$11.17	10	155%	\$2.03	3	55%	\$2.84	3	55%	40.4%	3	126%
85	\$4.53	1	63%	\$3.02	6	82%	\$4.23	6	82%	27.1%	6	85%
91	\$9.74	8	135%	\$1.14	1	31%	\$1.59	1	31%	72.0%	1	225%
92	\$9.87	9	137%	\$7.25	9	198%	\$10.17	9	198%	11.3%	9	35%
93	\$4.59	2	64%	\$4.61	8	126%	\$6.46	8	126%	17.8%	8	55%
94	\$5.26	3	73%	\$8.45	10	231%	\$11.86	10	231%	9.7%	10	30%
95	\$7.31	7	101%	\$2.14	4	58%	\$3.00	4	58%	38.3%	4	120%
<i>Demand Response</i>												
Dial-a-Ride	\$7.95	1	100%	\$30.18	1	100%	\$42.34	1	100%	8.2%	1	100%
<i>Commuter Bus</i>												
Northstar Link	\$3.45	1	100%	\$8.15	1	100%	\$11.43	1	100%	17.4%	1	100%

Source: Metro Bus 2014, NTD 2013 as needed

Farebox Recovery

Farebox recovery measures the percent of operating cost covered by fares. Calculated by dividing fare revenue by operating cost, this measurement evaluates the ridership productivity of a route against its total operating cost, as well as the fare policy of the system.

Metro Bus averages 17% farebox recovery for the regular routes, 32% recovery for the SCSU routes, 17% recovery for the commuter service, and 8% recovery for the Dial-A-Ride program.

3.6.4 Overall Route Rankings

The rankings of each of the routes for three indicators can be used to calculate a cumulative rank score for each route annually (with separate rankings for regular routes and SCSU routes).

The three indicators include passengers per hour to rate service effectiveness, cost per mile to rate financial efficiency, and cost per passenger to rate cost effectiveness.

Routes with a higher score are indicative of poorer performing routes which need to be addressed. Routes with a lower score are generally better-performing routes that may only require monitoring or minor adjustment in order to integrate better into the Metro Bus network or to serve new trip generators.

The cumulative scores are then ranked again, with the number one ranking indicating the highest performing route overall. Table 3-18 presents the annual route rankings.

Table 3-18 – Metro Bus Annual Route Rankings

Route	Passengers per Hour Rank	Cost per Mile Rank	Cost per Passenger Rank	Cumulative Rank Score	Weekday Rank
<i>Regular Routes</i>					
1	4	13	4	21	3
2	5	12	5	22	6
3	11	17	11	39	16
4	7	9	7	23	8
5	8	7	8	23	8
6	2	14	2	18	1
7	3	15	3	21	3
9	6	10	6	22	6
10	17	11	17	45	18
11	1	16	1	18	1
12	15	5	15	35	13
19 (Trolley)	12	18	12	42	17
21	10	4	10	24	10
22	9	3	9	21	3
31	14	8	14	36	14
32	16	2	16	34	12
33	13	6	13	32	11
34 (Stearns County)	18	1	18	37	15
Route	Passengers per Hour Rank	Cost per Mile Rank	Cost per Passenger Rank	Cumulative Rank Score	Weekday Rank
<i>SCSU Routes</i>					
81	5	6	5	16	5
82	2	5	2	9	1
83	7	4	7	18	7
84	3	10	3	16	5
85	6	1	6	13	3
91	1	8	1	10	2
92	9	9	9	27	10
93	8	2	8	18	7
94	10	3	10	23	9
95	4	7	4	15	4

Route 11 (University) scored the best for the regular routes, followed by Routes 1, 6, 7, and 22, while Route 10 and the Trolley scored the worst. For the SCSU routes, Route 82 (Campus Clipper Southeast

Express) scored the best, followed by Route 91 (daytime Husky Shuttle), while Routes 92 (evening Husky Shuttle) and 94 (Late Night) scored the worst.

4 Outreach and Market Analysis

Saint Cloud Metro Bus completed an update of the Saint Cloud Long Range Transit Plan throughout 2015. The purpose of this project is to assess the existing performance of the Metro Bus system, and provide service recommendations for route changes and investments that will improve the effectiveness and efficiency of transit service.

4.1 Outreach Process

As part of the update to the Saint Cloud Long Range Transit Plan, Metro Bus and the consultant team completed a multifaceted stakeholder engagement and outreach process to gather meaningful input to the transit development process and help shape the results of the plan. The process included engagement of Metro Bus staff, elected officials, members of the business and academic community, community and agency leaders, current passengers, and the broader community. These stakeholders were engaged through two rounds of meetings and focused discussions, community and on-board surveys, and a series of public open houses. Additional details on each of these components of the outreach and engagement process are included throughout this memo.

4.2 Initial Outreach Meetings – March 2015

Throughout March 2015, eight meetings were held to discuss the project process, goals, and transit needs. The meetings were held throughout communities within and adjacent to the Saint Cloud Metro Bus service area and primarily included project team members, city staff, and representatives from Saint Cloud State University (SCSU) and the College of Saint Benedict/Saint John's University. The consultant team worked with Metro Bus staff to obtain a list of key stakeholder contacts for this phase of outreach, and collaborated on scheduling each meeting. Key themes from each meeting are addressed below. Full meeting minutes are included in Appendix A of Technical Memorandum 2.

4.2.1 Metro Bus, Saint Cloud Area Planning Organization, and Consultant Team

Prior the rest of the kickoff meetings held throughout communities, the project team met on March 30, 2015 to discuss key points for the study, as well as outreach. Key takeaways included:

- The study should consider both the implications of changes to fixed-route service, as well as corresponding changes to demand response service;
- Metro Bus may not be in a position to afford expansion of service;
- Service expansion requests will be considered for Saint Joseph and I-94;
- SCSU service may need to be funded through a student fee (per semester); Metro Bus is also asking the Minnesota legislature to consider funding a portion of the University subsidy

4.2.2 Saint Augusta

Key takeaways from the community kickoff meeting held in Saint Augusta on March 30, 2015, included:

- The community and Mayor of Saint Augusta do not have much of an interest in transit. No senior housing exists in the community, no developers were making inquiries to purchase and develop land, and housing construction is minimal in the community;

- Residents of Saint Augusta travel to a wide variety of locations for employment, and are not concentrated in any specific location;
- County Road 75 is a potential location for near-term commercial development, and is the best opportunity (relative to Highway 15)

4.2.3 Saint Cloud

Key takeaways from the community kickoff meeting held in Saint Cloud on March 31, 2015, included:

- The city has seen a lot of changes in the population, including aging and immigrant communities;
- Potential new transfer center sites include the Epic Center in Sartell, the west end industrial area, Crossroads Mall, and SCSU;
- Areas and locations in need of improved service include Saint Cloud High School, the Aquatic Center, Sterling Heights/Highland apartments on 27th Avenue SE, and Debow Textile;
- There are several business and residential developments in progress throughout the city

4.2.4 Saint Cloud State University

Key takeaways from the community kickoff meeting held at SCSU on March 30, 2015, included:

- The existing Campus Clipper routes are not meeting a significant need at the campus, and the University may want to drop that investment;
- SCSU students don't feel they need a separate campus bus service, as they are part of the city;
- Campus enrollment is unlikely to see changes over the next few years, and is approximately equal to 2000 levels;
- Connectivity to Saint Cloud Technical and Community College (SCTC) is an unmet need;
- Key service needs are the Husky Shuttle (Park and Ride) and the Late Nite service

4.2.5 Saint Joseph

Key takeaways from the community kickoff meeting held in Saint Joseph on March 30, 2015, included:

- Attendees would like to see transit connections to Saint Cloud; service from 8:00 a.m. to 6:00 p.m. would support staff, 6:00 p.m. to 10:00 p.m. would be ideal for student jobs/internships (required of all students), and a weekend trip to Crossroads Mall would also be ideal;
- Student access to transit would enable students to stay in the area after graduation due to increased job opportunities and connections made in Saint Cloud; seniors and businesses would also highly benefit from service;
- Areas in need of service in Saint Joseph include the elementary school, Coburns, the monastery, the industrial park, and CR 2/I-94
- Service may bring an opportunity for Metro Bus to create a western operations center

4.2.6 Sartell

Key takeaways from the community kickoff meeting held in Sartell on March 31, 2015, included:

- A potential transfer center at CR 29/Benton Drive to connect with Routes 21 and 22 would be helpful;

- The community is in need of connections to Crossroads Mall, along the Pine Cone Road and Heritage Drive corridors;
- Six multifamily and single family developments underway in the city, as well as two commercial developments

4.2.7 Sauk Rapids

Key takeaways from the community kickoff meeting held in Sauk Rapids on March 30, 2015, included:

- Steady ridership to the industrial park; businesses will be adding approximately 150 employees in the near future;
- A park-and-ride in the area of CR 3/TH 10 would be ideal;
- Connections to City Hall are needed
- Residential construction is starting to grow, as well as downtown commercial growth

4.2.8 Waite Park

Key takeaways from the community kickoff meeting held in Waite Park on March 31, 2015, included:

- Locating a transfer center on land north of Crossroads Mall will require acquisition of expensive parcels;
- The southwest and west areas of Waite Park are in need of improved service (e.g., 28th Avenue, Highway 23, and 17th Avenue);
- City is looking to build new public works facility, and may be an opportunity to discuss facility sharing with Metro Bus;
- Residential and commercial development growth is occurring throughout the city

4.3 Focused Discussions – May 2015

In May 2015, five meetings were held at the Saint Cloud Metro Bus Mobility Training Center to gather input from various community leaders and organizations on the Long Range Transit Plan. Email invitations were sent to over 250 people representing various transit stakeholders in the greater Saint Cloud region, including the Saint Cloud Metro Bus Rider Advisory Committee.

Each meeting included introductions and an overview of the project background, followed by discussions of Metro Bus performance, importance of transit in the community, transfer centers, unmet needs, the Metro Bus service area, coordination of services, and key destinations. The meeting summaries and full discussion guide used for these meetings are included in Appendix B of Technical Memorandum 2.

4.3.1 Meeting #1

Eight individuals attended meeting #1 on May 18, 2015, including representatives of Adult Basic Education sites, the Saint Cloud VA Hospital, Saint Cloud Aging Services, and the Whitney Senior Center. Key takeaways from this meeting included:

- Many veterans use Metro Bus on a regular basis as their primary means of transportation; most VA employees do not regularly use transit; the VA Hospital should be considered a key destination for expanded service;

- The Senior Center is a key transit destination, particularly among dial-a-ride users;
- Transit removes the barrier to attending GED classes and joining the workforce;
- Buses are clean, new, and aesthetically appealing; drivers go above and beyond for customers; and service is affordable;
- Clipper buses do not function for alternative students or people that commute to several education sites in the community;
- There are a lack of sidewalks and shelters throughout community;
- Metro Bus is perceived as being unsafe at night, particularly for children. There is a need for improved transfer center safety at night.
- Many major employers lack transit connections, especially along US 10, Lincoln Drive, and the I-94 Park and Rides

4.3.2 Meeting #2

Six individuals attended meeting #2 on May 19, 2015, including representatives of Health Partners and the Greater Saint Cloud Development Corporation (GSDC). Key takeaways from this meeting included:

- GSDC has a renewed interest in promoting the Metro Bus system; however, business leaders representing GSDC indicated that their own employees are not aware of Metro Bus service;
- Health Partners patients often use fixed-route and dial-a-ride services; medical patients who move to Saint Cloud for access to health care are generally well served.
- People tend to travel from widely dispersed areas into Saint Cloud for work, which makes transit routes challenging to develop;
- Strong transit service will be a way to attract and retain talent from the Twin Cities;
- There is a negative perception of the safety of the downtown transit center;
- Request for creation of working group to explore commuter needs that encompasses transit planners and employers; extension of mobility management efforts to regional workplaces

4.3.3 Meeting #3

Eight individuals attended meeting #3 on May 19, 2015, including representatives of CentraCare, the Saint Cloud Library, WACOSA (regional employment services non-profit), and the Whitney Senior Center. Key takeaways from this meeting included:

- Metro Bus has two Somali speaking travel trainers on staff; this is a key strength that can be further developed;
- Somali population has many third shift workers; many in the Somali community also struggle with accessing the library;
- Marketing should be considerate/sensitive to seniors who fear loss of mobility;
- Factory/shift workers and immigrants are underserved by existing Metro Bus service;
- Saint Joseph is a key destination, as well as Opportunity Drive

4.3.4 Meeting #4

Seven individuals attended meeting #4 on May 20, 2015, including representatives of the Saint Cloud VA Hospital, SCTC, the Saint Cloud Downtown Council, and SCSU. Key takeaways from this meeting included:

Performance of Existing Metro Bus Services

- Metro Bus and Dial-a-Ride do a good job of meeting many of the local transportation needs of veterans;
- Metro Bus serves Saint Cloud Technical College (SCTC) well, from the perspective of SCTC representatives;
- Metro Bus serves downtown Saint Cloud well, from the perspective of the Downtown Council;
- There is a perception of personal safety issues with Metro Bus. Additionally, to improve conditions for customers, it would be desirable for Metro Busto provide bus stop waiting shelters across the system to counteract the tough weather conditions in the area;
- Metro Bus should increase coordination with the colleges and university at the fall orientation time to showcase what services are available within the community.
- Support for web-based trip planner technology;
- Request for express or limited stop service to provide quicker and more direct service between major destinations, such as SCSU;
- There is a need for more direct route serving SCSU and SCTC;
- Students at SCSU and Tech College are moving further away from the campuses as better housing options are available. Routes need to shift to address these changes

4.3.5 Meeting #5 – Rider Advisory Committee

In addition to the four community leader meetings conducted in May, the project team met with the Metro Bus Rider Advisory Committee (RAC) for general feedback on the Long-Range Transit Plan on May 29, 2015. Key takeaways from this meeting included:

- Metro Bus fixed route and Dial-a-Ride service should operate earlier, especially on the weekends (recommended 8:30 a.m. to 6:30 p.m.); earlier service will correspond to common working hours and will expand community involvement opportunities; expanding the span of service is more important than adding frequency for the RAC;
- Students value and use the Campus Clipper service, and additional funding should be pursued to preserve and expand this service; providing access to students in Saint Joseph is also important;
- Recommendation for Metro Bus staff to learn key Somali phrases that can assist with transit use (e.g., paying fares, greetings, etc.);
- Consistent visual identity at shelters and stops, continuously improving branding, and improvements to the pedestrian environment will help improve the public perception of transit

4.4 Community and On-Board Surveys

Following the first two rounds of community meetings, the project team distributed four surveys to riders and community members to better understand travel needs, support for transit, and help prioritize future investment in the Metro Bus system. A survey sampling plan was developed and used throughout the survey process to ensure statistically valid results on each survey.

The surveys were hosted on the Survey Monkey website, and were distributed in a variety of manners, based on the survey and audience. Survey responses were collected between June 30, 2015 and September 25, 2015 and results were made available on the Saint Cloud Metro Bus website,

www.rideMetroBus.com. Survey distribution and results for each of the four surveys are addressed below.

4.4.1 Metro Bus Community Survey

The Metro Bus Community Survey was distributed through a variety of channels, including the Metro Bus website, direct emails to community leaders, a media release, and Saint Cloud State University.

763 unique responses were received. A portion of the survey offered an opportunity for open-ended comments to capture any input that was not specifically covered in the survey questions. Participants left over 265 comments in this section. A summary of the survey responses, including the open-ended comments, is included below. A full list of the open-ended comments is included in Appendix C of Technical Memorandum 2.

4.4.1.1 Participant Information and Travel Patterns

The initial questions of the survey focused on collecting basic participant information, including travel patterns and current use of the Metro Bus system. Summaries of each question and their corresponding responses are included below.

Question 1: Have you used Metro Bus services between 2009 and today?

Question 1, as displayed below, asked survey participants if they were users of the transit system. Approximately 73 percent of respondents claimed to have used transit since 2009, and approximately 27 percent of respondents were non-users.

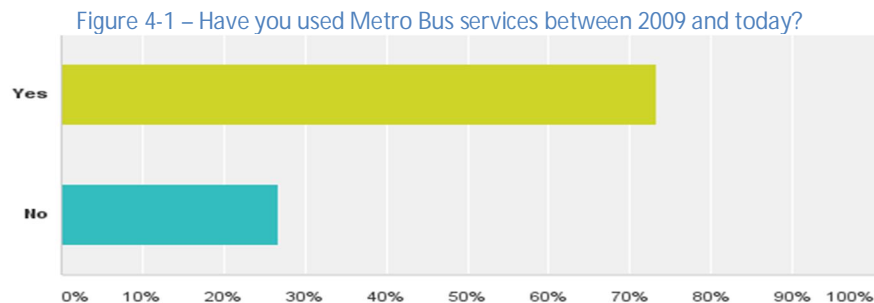


Table 4-1 – Question 1 Response Overview

Answer Choices	Responses	
Yes	73.23%	558
No	26.77%	204
Total		762

Question 2: How often do you use Metro Bus?

The second survey question, displayed below, asked participants that were transit users how often they used the service. The majority of respondents (55 percent) indicated that they used the transit system multiple times a week, and the remaining respondents were more occasional users.

Figure 4-2 – How often do you use Metro Bus?

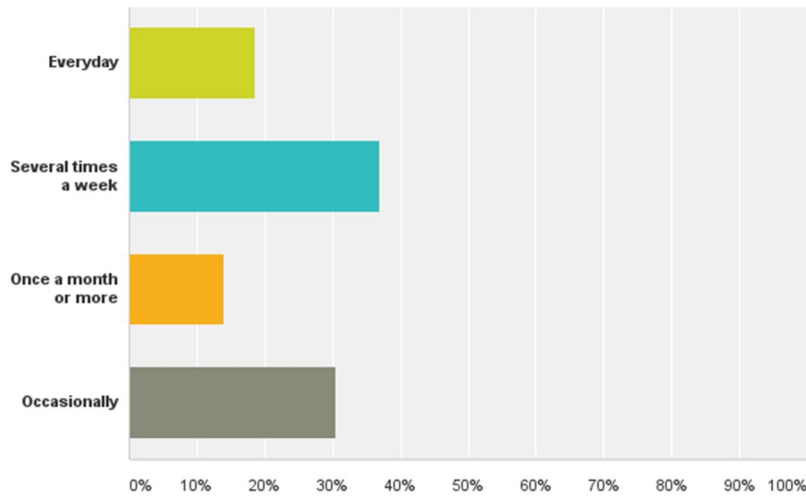


Table 4-2 – Question 2 Response Overview

Answer Choices	Responses
Everyday	18.49% 103
Several times a week	36.98% 206
Once a month or more	14.00% 78
Occasionally	30.52% 170
Total	557

Question 3: Are you presently employed outside the home?

Next, survey respondents were asked if they were commuters. Results of the question are displayed below. Approximately 78 percent of respondents had a workplace located outside of the home, and commuted to their place of employment.

Figure 4-3 – Are you presently employed outside the home?

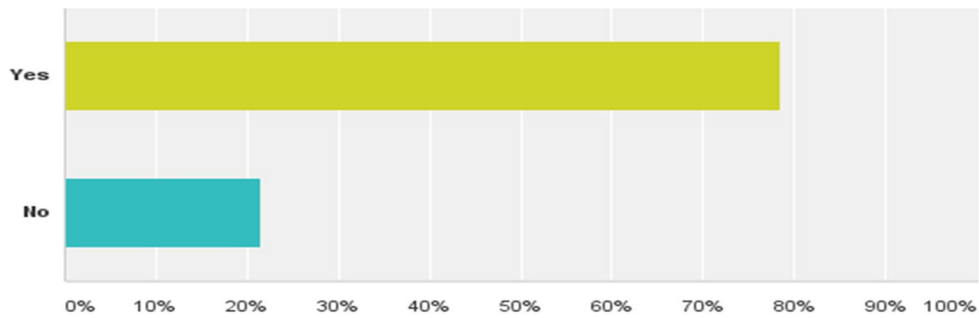


Table 4-3 – Question 3 Response Overview

Answer Choices	Responses	
Yes	78.44%	593
No	21.56%	163
Total		756

Question 4: Are you currently a student?

Question four asked participants to indicate whether they were currently students (see below). The majority of community survey participants, approximately 81 percent, indicated that they were students. Based on Questions 3 and 4 one can infer that the typical participant in the community survey was a student that also worked and regularly used transit service.

Figure 4-4 – Are you currently a student?

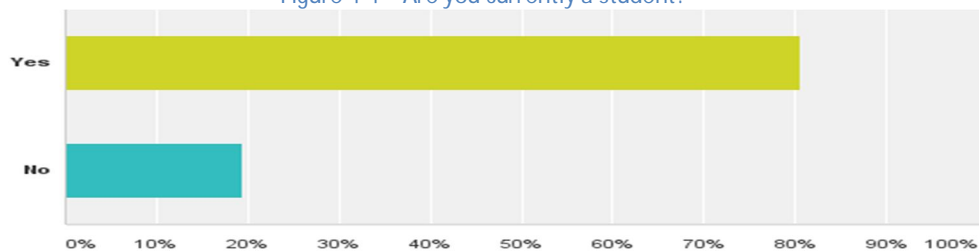


Table 4-4 – Question 4 Response Overview

Answer Choices	Responses	
Yes	80.69%	610
No	19.31%	146
Total		756

Question 5: In the past twelve months, what is the most common way that you get to and from school?

For those that indicated that they were students, Question 5 asked participants what their most common mode of transportation was when traveling to and from school. Respondents indicated that public transit was the most common mode of transportation (35 percent of students), followed by driving alone (32 percent of students), and walking (25 percent of students). Carpooling or vanpooling and bicycling made up a much smaller set of responses. Results are shown below.

Figure 4-5 – In the past twelve months, what is the most common way that you get to and from school?

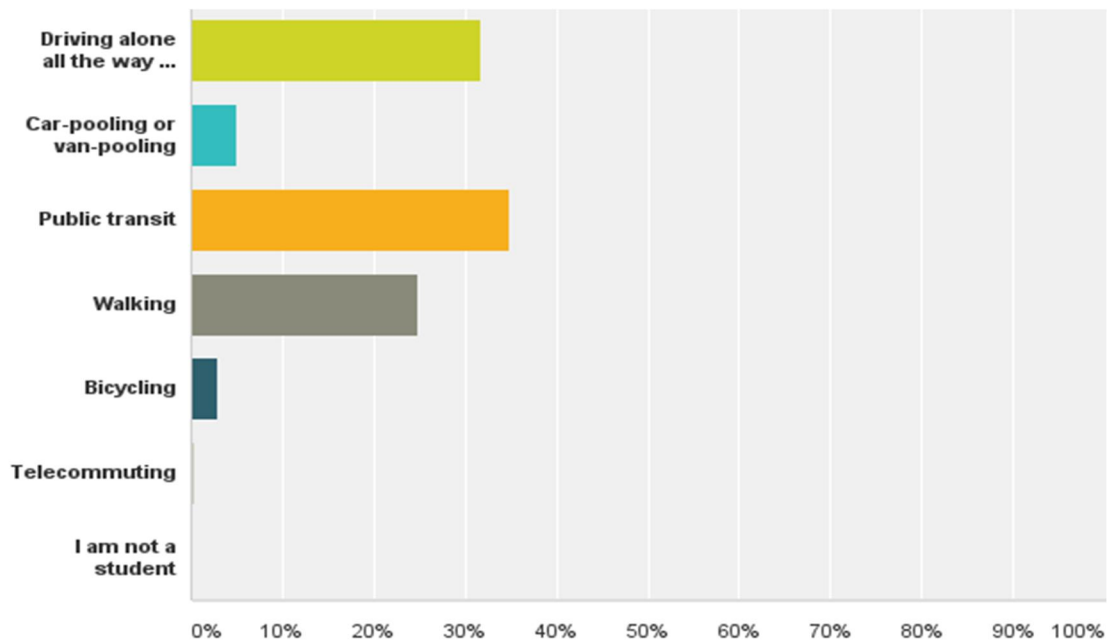


Table 4-5 – Question 5 Response Overview

Answer Choices	Responses	
Driving alone all the way to school	31.80%	193
Car-pooling or van-pooling	5.11%	31
Public transit	34.93%	212
Walking	24.88%	151
Bicycling	2.97%	18
Telecommuting	0.33%	2
I am not a student	0.00%	0
Total		607

Question 6: If you are employed outside the home, which of the following modes of transportation do you most often use to commute to work – within the last 12 months?

For those that indicated that they were commuters, Question 6 asked what the most common mode of transportation was when traveling to and from work. Driving alone was the most common response (50 percent), followed by taking public transit (21 percent). Other modes of transportation made up much smaller shares of responses. Results are also displayed below.

Figure 4-6 – If you are employed outside the home, which of the following modes of transportation do you most often use to commute to work – within the last 12 months?

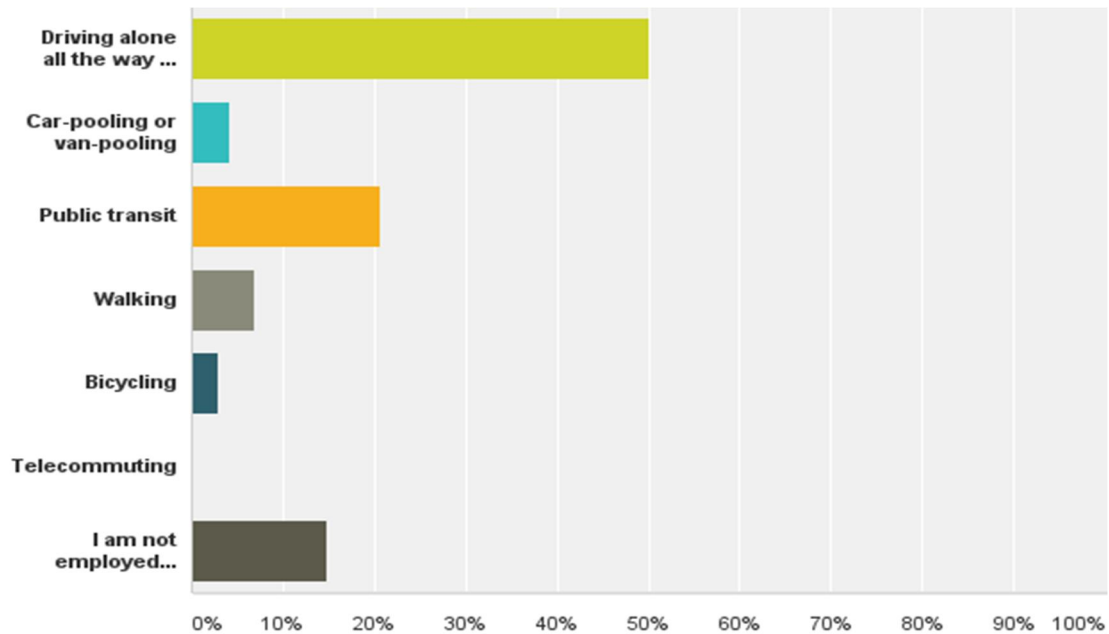


Table 4-6 – Question 5 Response Overview

Answer Choices	Responses	
Driving alone all the way to work	50.14%	367
Car-pooling or van-pooling	4.23%	31
Public transit	20.77%	152
Walking	6.97%	51
Bicycling	3.01%	22
Telecommuting	0.14%	1
I am not employed outside of my home	14.75%	108
Total		732

Question 7: In which city is your workplace or school located?

To understand the travel needs and destinations of the survey participants, Question 7 asked participants where the location was of their school or workplace. The majority of respondents (78 percent) indicated that they worked or went to school in Saint Cloud making in the most significant employment center in the region. Results are shown below.

Figure 4-7 – In which city is your workplace or school located?

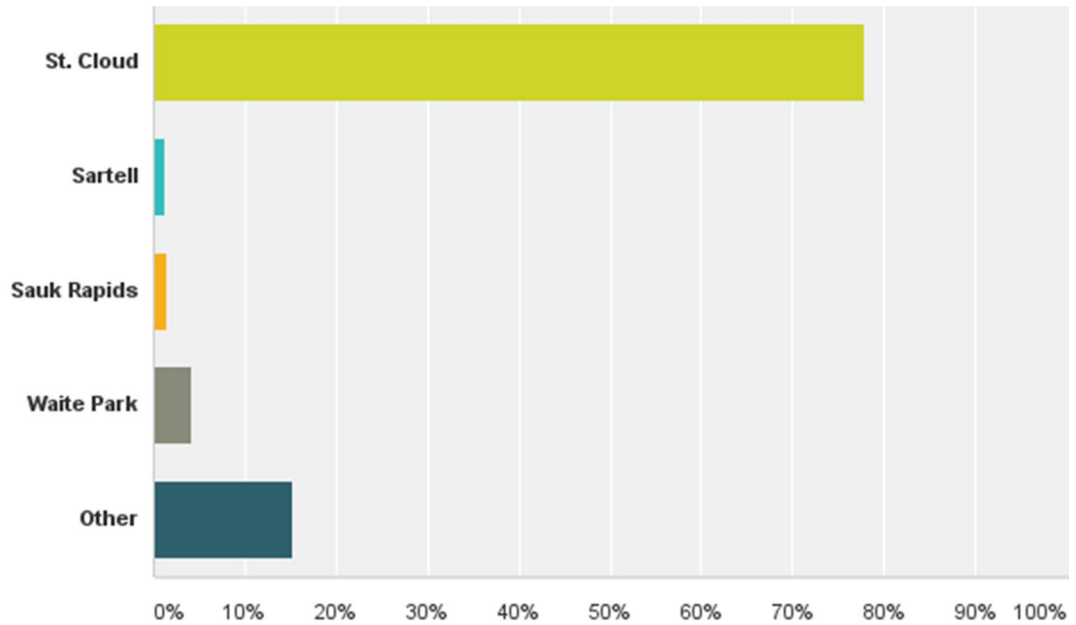


Table 4-7 – Question 7 Response Overview

Answer Choices	Responses	
St. Cloud	77.90%	571
Sartell	1.23%	9
Sauk Rapids	1.50%	11
Waite Park	4.09%	30
Other	15.28%	112
Total		733

Question 8: Given that it costs about \$2.50 per day to ride Metro Bus, using transit instead of driving my car several times a month would save me enough money to be worth it.

Question 8 dealt with the subject of the affordability of Metro Bus service, and if that is a motivating factor to take public transit instead of driving a personal vehicle – see below. Approximately 55 percent of participants agreed – generally or strongly – that the daily cost of public transit was low enough that

it could serve as an incentive to drive less. A minority of respondents (25 percent) indicated that the cost savings would not be worth it. Approximately, 20 percent of respondents indicated that they did not know whether the cost savings would be sufficient, possibly suggesting a need for more market research and outreach among occasional or non-transit users.

Figure 4-8 – Given that it costs about \$2.50 per day to ride Metro Bus, using transit instead of driving my car several times a month would save me enough money to be worth it.

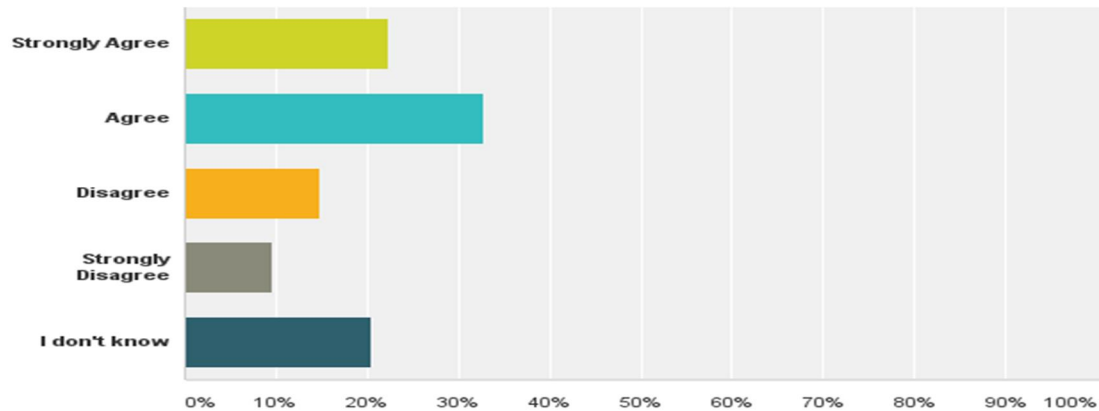


Table 4-8 – Question 8 Response Overview

Answer Choices	Responses
Strongly Agree	22.34% 162
Agree	32.69% 237
Disagree	14.76% 107
Strongly Disagree	9.66% 70
I don't know	20.55% 149
Total	725

Question 9: I can easily find information about how to ride Metro Bus.

In Question 9 participants are asked if they can easily find information about how to ride Metro Bus. Approximately 78 percent of respondents indicated that they agreed – generally or strongly – that information about Metro Bus was easy to find. Results are shown below.

Figure 4-9 – I can easily find information about how to ride Metro Bus.

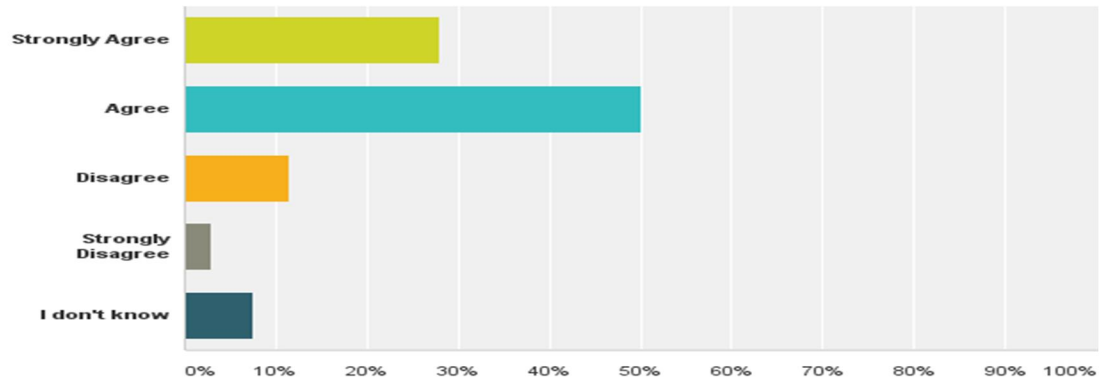


Table 4-9 – Question 9 Response Overview

Answer Choices	Responses	
Strongly Agree	27.92%	203
Agree	50.07%	364
Disagree	11.42%	83
Strongly Disagree	3.03%	22
I don't know	7.57%	55
Total		727

Question 10: It is important to have public transportation available in Saint Cloud, Sartell, Sauk Rapids and Waite Park area.

In Question 10, participants were asked whether they thought the availability of public transportation was important for their community – specifically to have service available in Saint Cloud, Sartell, Sauk Rapids, and Waite Park. The response to this question was overwhelmingly positive; approximately 79 percent of participants *strongly* agreed that public transit is important, and 18 percent agreed that public transit is important. Only 11 respondents disagreed with the statement in Question 10. Results are summarized below.

Figure 4-10 – It is important to have public transportation available in Saint Cloud, Sartell, Sauk Rapids and Waite Park area.

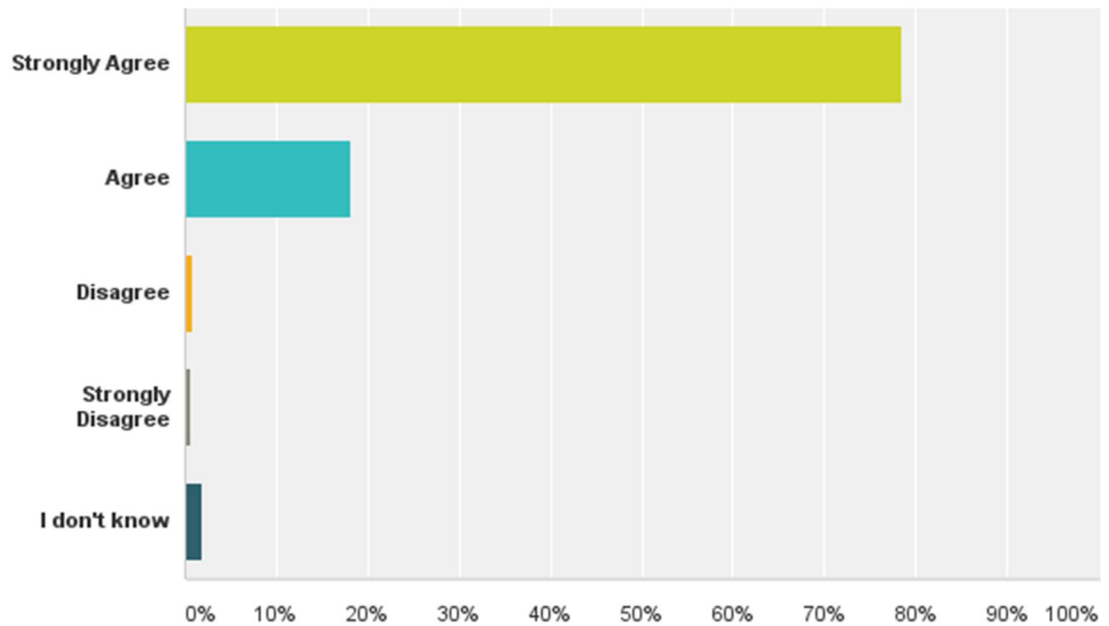


Table 4-10 – Question 10 Response Overview

Answer Choices	Responses	
Strongly Agree	78.57%	572
Agree	18.13%	132
Disagree	0.82%	6
Strongly Disagree	0.69%	5
I don't know	1.79%	13
Total		728

Question 11: The amount of time it would take me to get places on Metro Bus is reasonable.

In Question 11 participants were asked their opinion on how long it takes to get places on Metro Bus, and whether or not it is reasonable. The majority of respondents agreed – generally or strongly – that transit travel times were reasonable (57 percent). About 27 percent of respondents did not believe travel times were reasonable. Results are shown below.

Figure 4-11 – The amount of time it would take me to get places on Metro Bus is reasonable.

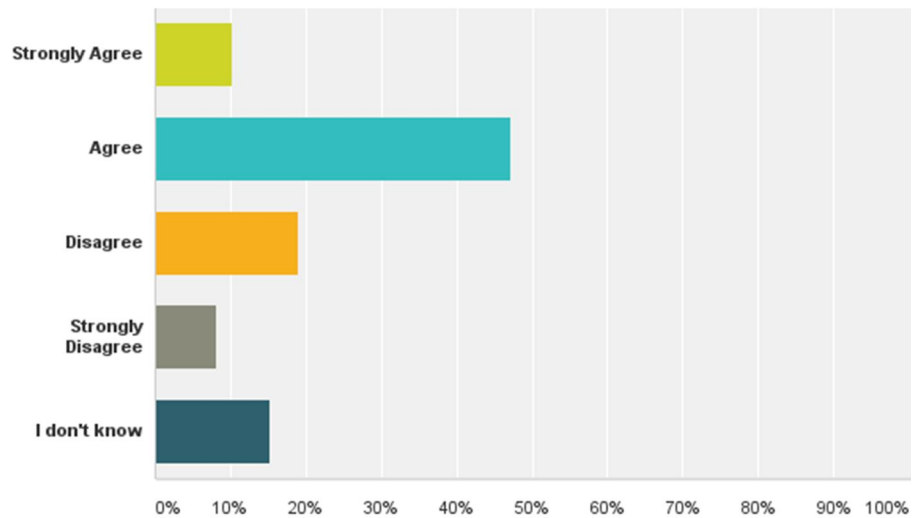


Table 4-11 – Question 11 Response Overview

Answer Choices	Responses
Strongly Agree	10.22% 74
Agree	47.24% 342
Disagree	19.06% 138
Strongly Disagree	8.15% 59
I don't know	15.33% 111
Total	724

4.4.1.2 New Transit Service and Funding

Multiple questions in the survey were focused on gaining participant perspectives, use, and support of expanded Metro Bus service. Summaries of each question and their corresponding responses are included below.

Question 12: How often would you use Metro Bus service if buses operated more frequently than they do today?

Currently buses run every 30 minutes during the peak period (rush hours) and every 60 minutes at other times. A slight majority of respondents (51 percent) indicated that they would ride Metro Bus more than once a week if buses operated more frequently. Results of this question are shown below.

Figure 4-12 – How often would you use Metro Bus service if buses operated more frequently than they do today?

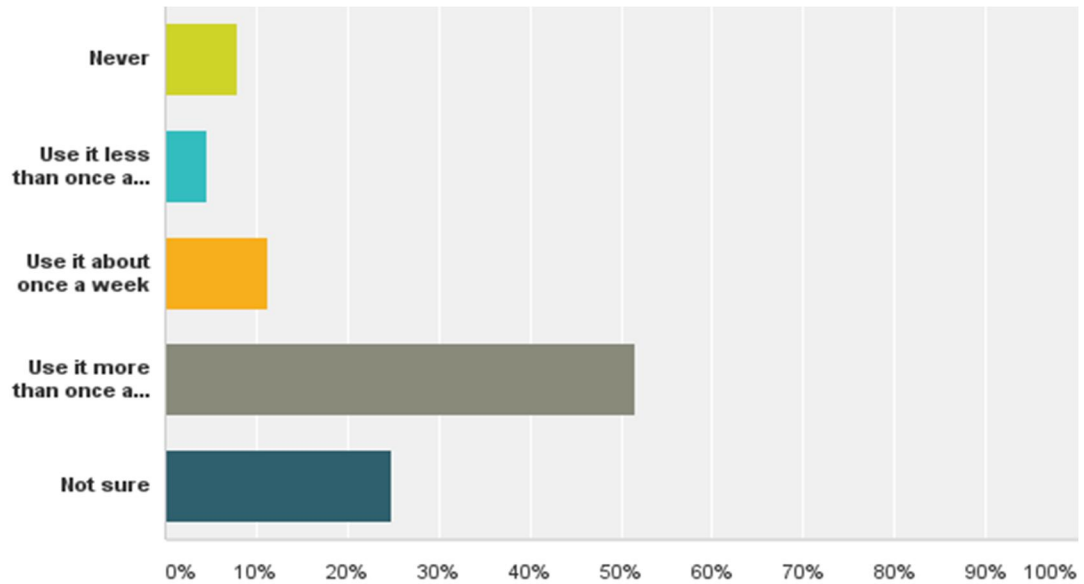


Table 4-12 – Question 12 Response Overview

Answer Choices	Responses
Never	7.93% 56
Use it less than once a week	4.53% 32
Use it about once a week	11.19% 79
Use it more than once a week	51.56% 364
Not sure	24.79% 175
Total	706

Question 13: If Metro Bus expanded the hours of service on weekends, how much you would use the service?

Currently, Metro Bus weekend service is less frequent (typically running every hour) and operates fewer hours than on weekdays.

Responses Question 13 about how often people would ride the bus if service hours were expanded on weekends are shown below. Expanded weekend service has less of an impact on riding transit than additional frequency.

Figure 4-13 – If Metro Bus expanded the hours of service on weekends, how much you would use the service?

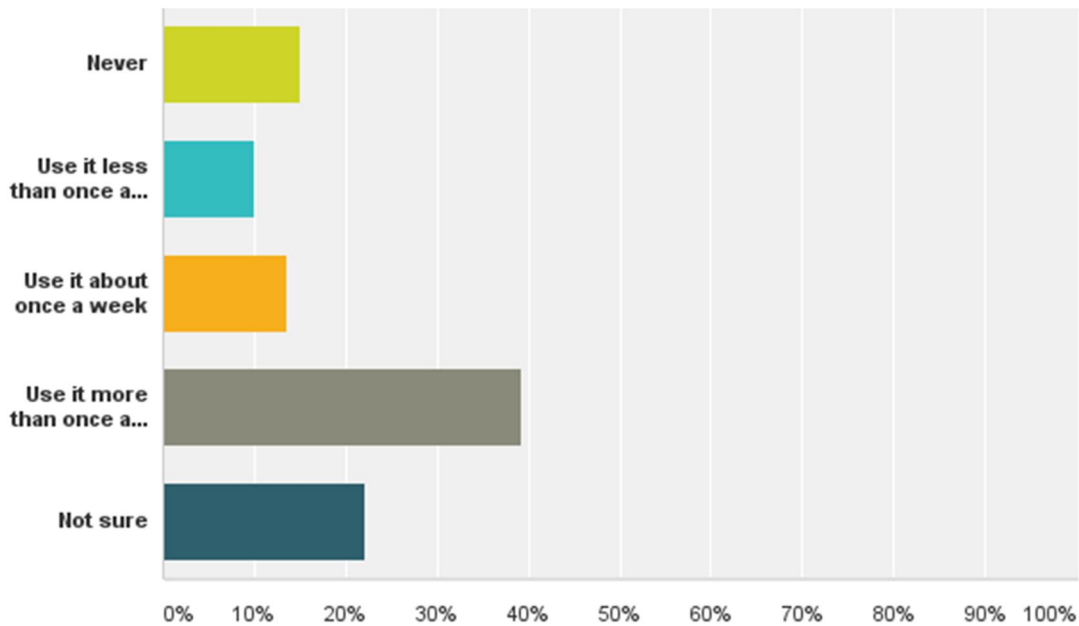


Table 4-13 – Question 13 Response Overview

Answer Choices	Responses	
Never	15.08%	106
Use it less than once a week	9.96%	70
Use it about once a week	13.66%	96
Use it more than once a week	39.26%	276
Not sure	22.05%	155
Total		703

Question 14: Currently, most Metro Bus routes stop running between 9 and 10 pm. If they ran until midnight, which best describes how much you would use the service.

In Question 14 participants were asked what impact late night service (until midnight) would have on their decision to use transit. The breakdown of responses was similar to Question 13 which assessed the impact of weekend service. One can infer from this survey that offering higher frequency service would draw more regular transit use from survey participants. Results are shown below.

Figure 4-14 – Currently, most Metro Bus routes stop running between 9 and 10 pm. If they ran until midnight, which best describes how much you would use the service.

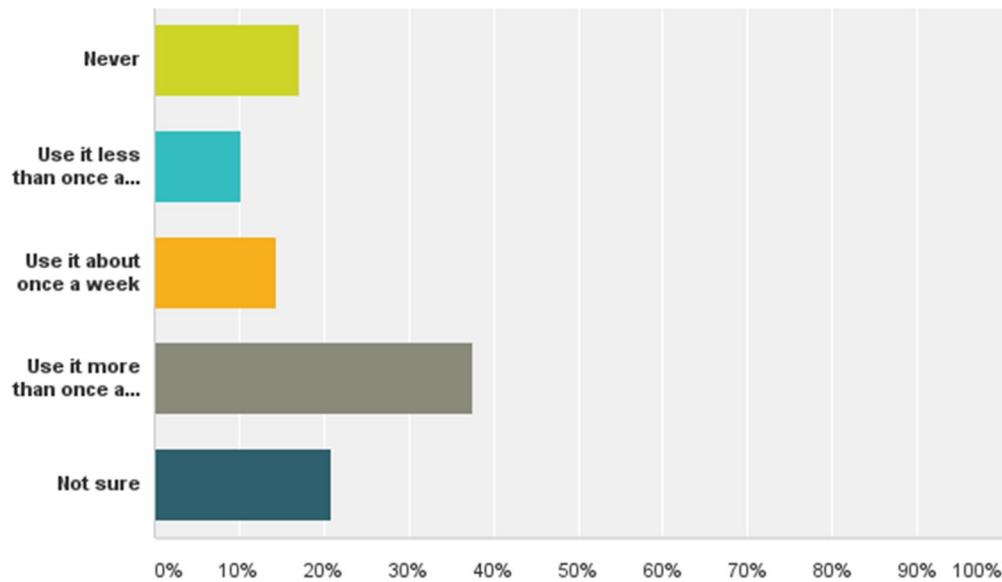


Table 4-14 – Question 14 Response Overview

Answer Choices	Responses
Never	17.14% 121
Use it less than once a week	10.20% 72
Use it about once a week	14.31% 101
Use it more than once a week	37.54% 265
Not sure	20.82% 147
Total	706

Question 15: If Metro Bus is able to add more hours of service to the transit system, how should they be added?

In Question 15, survey participants were asked how they would prioritize future investments into the transit system. The greatest number of responses (35 percent) indicated that buses should be made to run more frequently. Following this – tied at about 20 percent of responses – participants indicated that additional weekend service should be added and that the Metro Bus service area should be expanded geographically. About 12 percent of respondents indicated that weekday service span should be increased. Results are shown below.

Figure 4-15 – If Metro Bus is able to add more hours of service to the transit system, how should they be added?

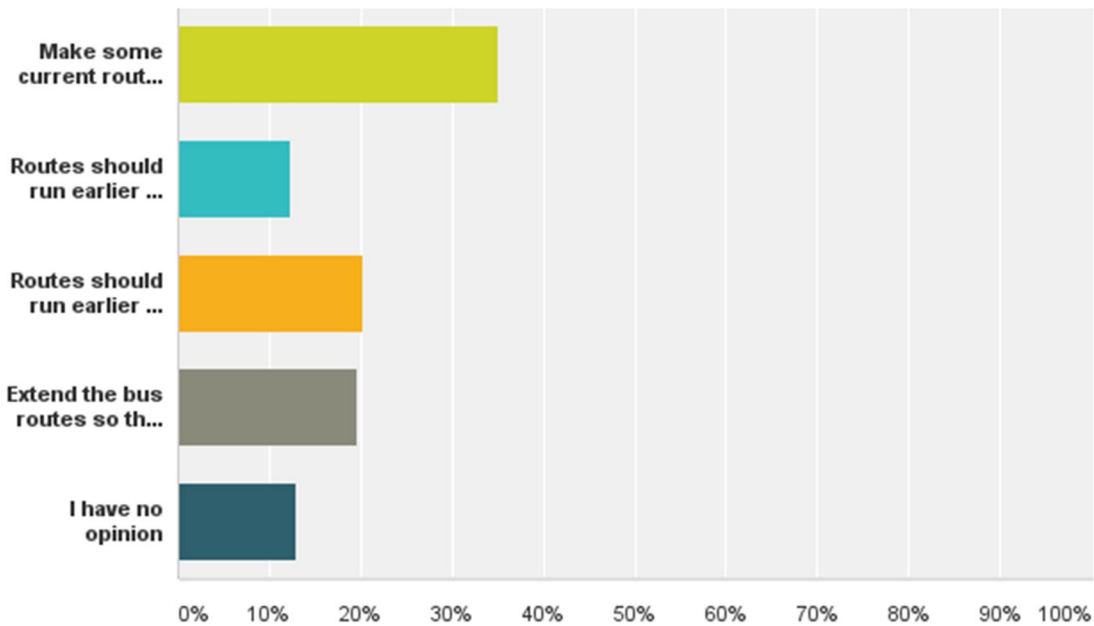


Table 4-15 – Question 15 Response Overview

Answer Choices	Responses
▼ Make some current routes run more often (every 15 minutes instead of every 30 minutes, every 30 minutes instead of every 60 minutes, etc.)	35.09% 247
▼ Routes should run earlier or later on weekdays.	12.22% 86
▼ Routes should run earlier or later on weekends.	20.17% 142
▼ Extend the bus routes so that the Metro Bus service area is expanded.	19.60% 138
▼ I have no opinion	12.93% 91
Total	704

Question 16: Which best describes how you will use Metro Bus in the future?

In Question 16, participants were asked how they would use Metro Bus service in the future. Results are shown below.

Figure 4-16 – Which best describes how you will use Metro Bus in the future?

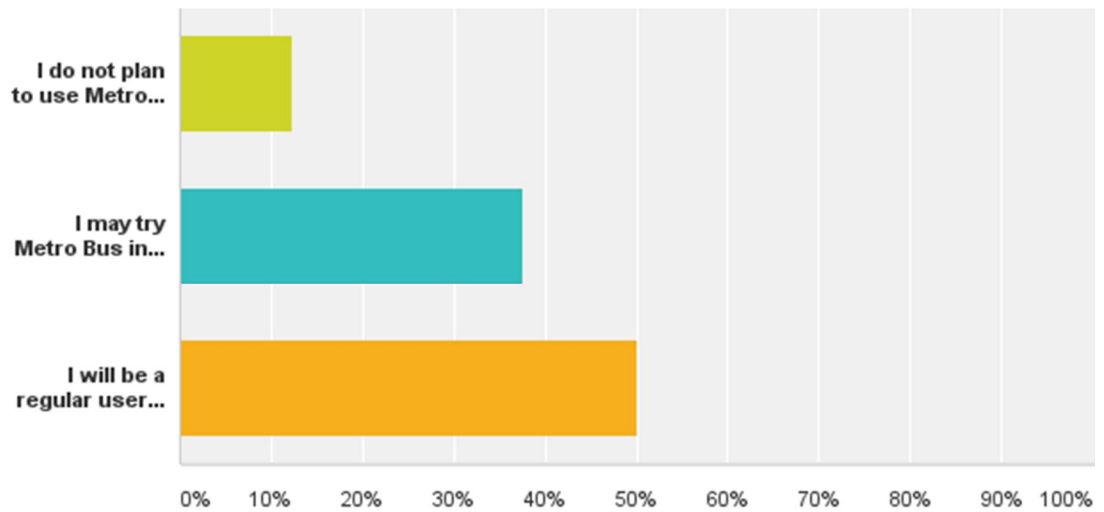


Table 4-16 – Question 16 Response Overview

Answer Choices	Responses	
I do not plan to use Metro Bus	12.25%	86
I may try Metro Bus in the upcoming year	37.61%	264
I will be a regular user of Metro Bus	50.14%	352
Total		702

Question 17: Additional Recommendations Regarding Metro Bus Service

Question 17 provided the opportunity for survey participants to provide any general comments about Metro Bus. These are summarized in the General Comments section at the conclusion of this memo, and detailed in Appendix C of Technical Memorandum 2.

4.4.1.3 Additional Demographic Questions

To conclude the survey, several questions were asked of participants to better understand the demographics of the Metro Bus customer. These are summarized below in Questions 17-21.

Question 17: Which best describes your access to a vehicle?

The majority of survey participants reported that they had access to a vehicle. Approximately 61 percent stated that they owned their own vehicle. Responses to Question 17 are summarized below.

Figure 4-17 – Which best describes your access to a vehicle?

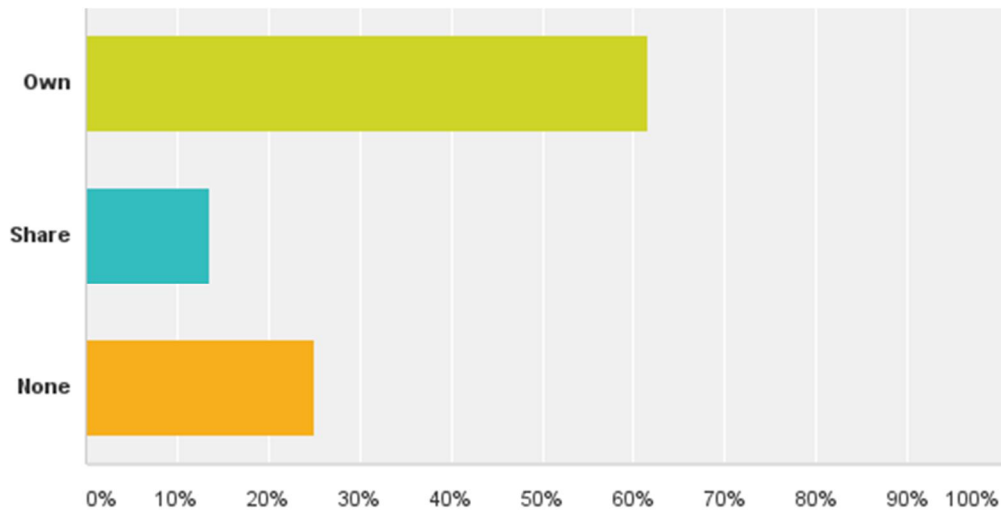


Table 4-17 – Question 17 Response Overview

Answer Choices	Responses
Own	61.49% 428
Share	13.51% 94
None	25.00% 174
Total	696

Question 18: Does anyone in your house use Metro Bus once a month or more?

Question 18 revisits the subject of transit use by asking participants if anyone in their household uses Metro Bus more than once a month. 51 percent of respondents indicated that people in their household do not use transit, and 49 percent indicated people in their household use transit. Results are summarized below.

Figure 4-18 – Does anyone in your house use Metro Bus once a month or more?

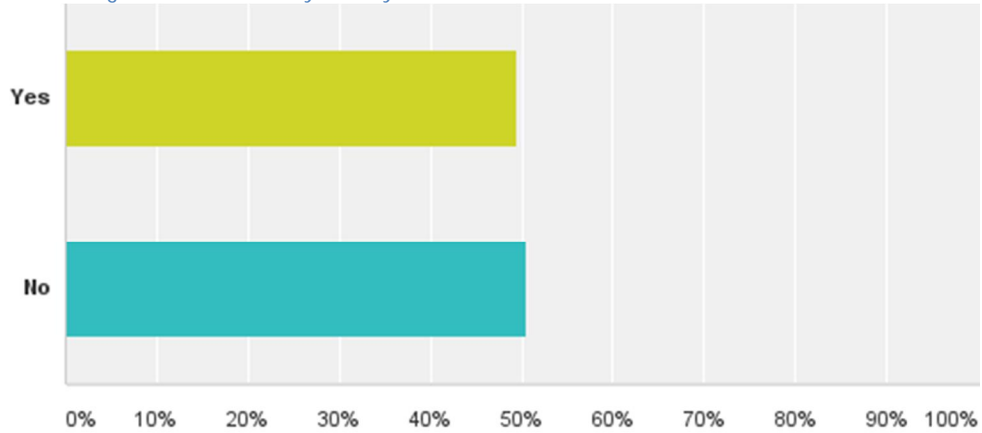


Table 4-18 – Question 18 Response Overview

Answer Choices	Responses	
Yes	49.43%	345
No	50.57%	353
Total		698

Question 19: What is your gender?

The gender of survey participants is shown below.

Figure 4-19 – What is your gender?

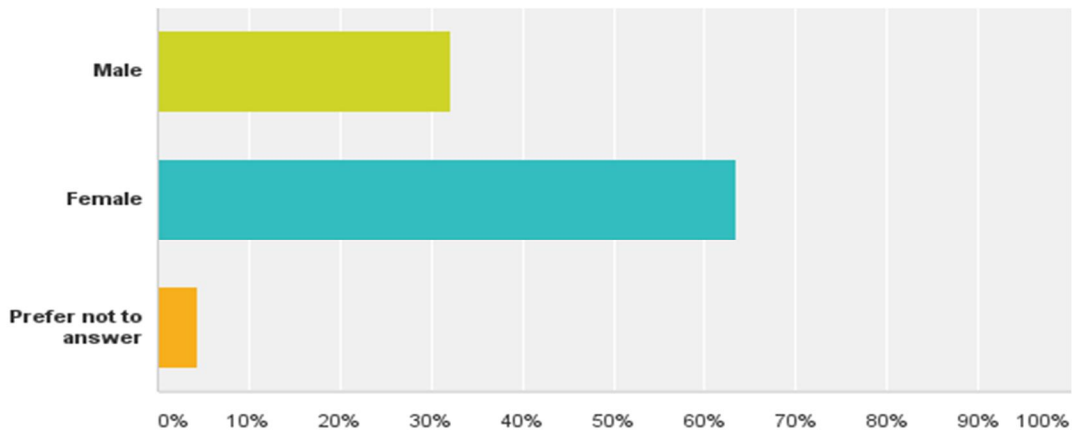


Table 4-19 – Question 19 Response Overview

Answer Choices	Responses	
Male	32.18%	224
Female	63.51%	442
Prefer not to answer	4.31%	30
Total		696

Question 20: If you are currently employed, do you work on weekdays or also on weekends?

The typical times of employment are summarized below. Typical survey participants worked both weekdays and weekends.

Figure 4-20 – If you are currently employed, do you work on weekdays or also on weekends?

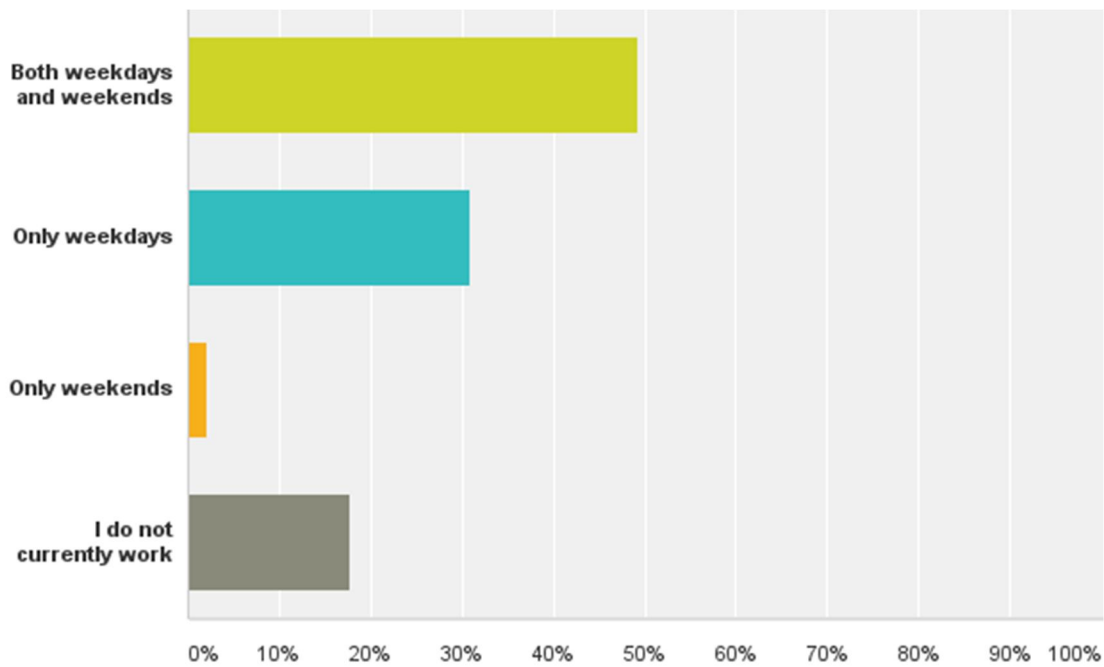


Table 4-20 – Question 20 Response Overview

Answer Choices	Responses	
Both weekdays and weekends	49.34%	338
Only weekdays	30.95%	212
Only weekends	2.04%	14
I do not currently work	17.66%	121
Total		685

Question 21: Which of the following ranges reflects your total annual household income?

The income of survey participants is shown below. A significant share of survey participants (35 percent) are in the lowest income category; as indicated in Question 4, 81 percent of survey participants were students, and may make up a large share of those who indicated that their households earn less than \$15,000 per year.

Figure 4-21 – Which of the following ranges reflects your total annual household income?

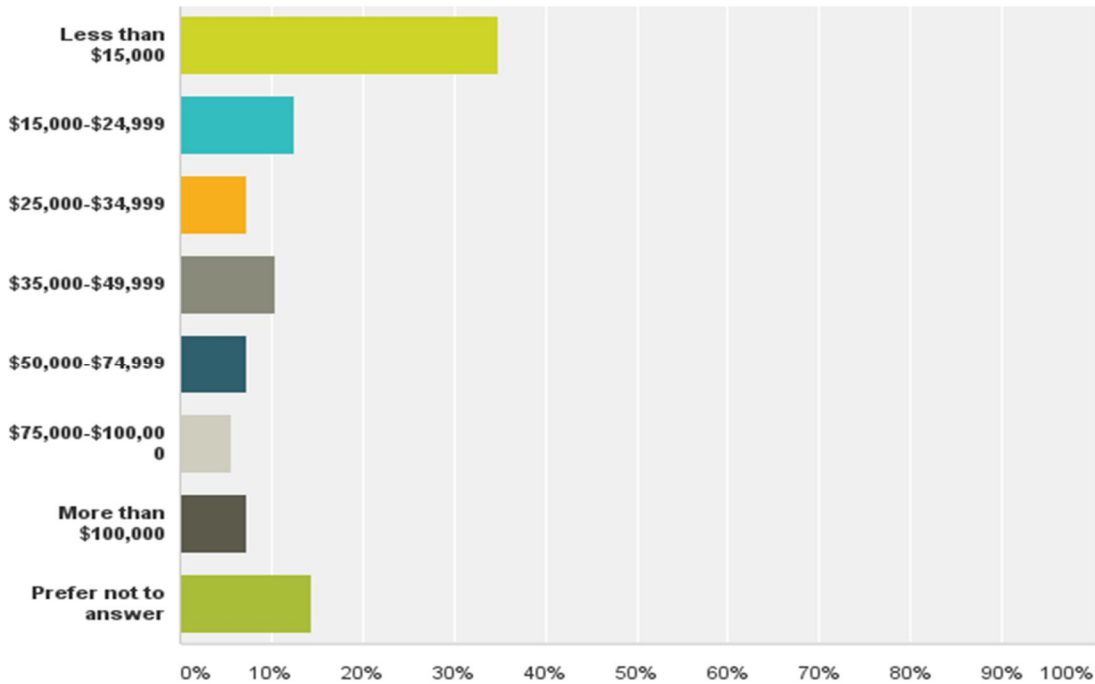


Table 4-21 – Question 21 Response Overview

Answer Choices	Responses
Less than \$15,000	34.95% 209
\$15,000-\$24,999	12.54% 75
\$25,000-\$34,999	7.36% 44
\$35,000-\$49,999	10.37% 62
\$50,000-\$74,999	7.36% 44
\$75,000-\$100,000	5.69% 34
More than \$100,000	7.36% 44
Prefer not to answer	14.38% 86
Total	598

4.4.1.4 General Comments

As previously noted, the final question of the survey provided respondents an open-ended opportunity to comment on Metro Bus service and potential future investments and priorities. Over 265 comments were received in the categories below, representing approximately 35 percent of overall survey respondents. The full comment set is attached in Appendix C of Technical Memorandum 2.

Geographic Location of Transit Service (30 Percent of Comments)

Approximately 30 percent of general comments were related to the location of bus routes and the placement of bus stops. These comments include suggestions for route extensions, new bus stops, and interregional connections (Northstar Commuter Rail, Saint Joseph, etc.).

Service Span (20 Percent of Comments)

Approximately 20 percent of general comments were requesting an increased span of service. This included late night service, 24 hour service, and weekend service. It also included comments related to expanding Clipper Service so that it operates year round, and the expansion of other seasonal services.

Service Frequency (12 Percent of Comments)

Approximately 12 percent of comments were requesting increased frequency of transit service.

Customer Service/ Transit Operations (10 Percent of Comments)

Approximately 10 percent of all comments were related to specific feedback on customer service and day-to-day transit operations. Many of these comments were about driver commendations, miscellaneous customer service issues, and operational issues like on-time performance and safety.

Customer Information (8 Percent of Comments)

Approximately 7 percent of comments were related to the provision of customer information, and included suggestions like signage, route maps, smart phone applications, etc.

Other/Uncategorized (20 Percent of Comments)

Approximately 20 percent of comments were either unrelated to Metro Bus service or just providing general feedback about the system that could not be easily categorized.

4.4.2 Saint Joseph Community Survey

The Saint Joseph Community Survey was distributed through a variety of channels. The survey was distributed to community members both online and through a city newsletter. Residents also had the option of completing the survey via hard copy and returning it to City Hall.

207 unique responses were received. A portion of the survey offered an opportunity for open-ended comments to capture any input that was not specifically covered in the survey questions. Participants left over 80 comments in this section. A summary of the survey responses, including the open-ended comments, is included below.

4.4.2.1 Survey Responses

The majority of the survey asked respondents to provide information about their support for extending Metro Bus service to Saint Joseph, as well as questions about they might use transit, if it were available in the community. Summaries of each question and their corresponding responses are included below.

Question 1: How important is having Metro Bus public transportation available in Saint Joseph?

Question 1, as displayed below, asked users how important it is to have Metro Bus transportation available in the community. 28 percent of survey respondents replied that it was important or very important to them. 14 percent selected somewhat important, and 53 percent stated it was not important. The remaining respondents (approximately five percent) selected unsure or did not respond to the question.

Figure 4-22 – How important is having Metro Bus public transportation available in Saint Joseph?

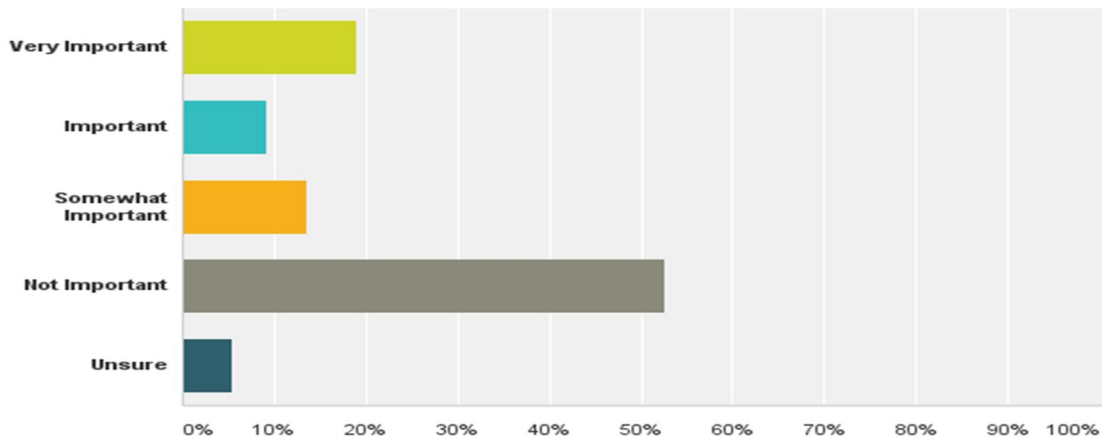


Table 4-22 – Question 1 Response Overview

Answer Choices	Responses
Very Important	19.02% 39
Important	9.27% 19
Somewhat Important	13.66% 28
Not Important	52.68% 108
Unsure	5.37% 11
Total	205

Question 2: Would you or another member of your household consider using Metro Bus service if it were made available in Saint Joseph?

The second survey question, displayed below, asked respondents if they or another member of their household would consider using Metro Bus service if it was available in the community. One third of the

survey respondents selected “yes,” approximately 58 percent selected “no,” and the remaining survey respondents did not respond to this question.

Question 3: If you would use Metro Bus service, what would the main purpose be?

Next, survey respondents were asked what would be the main purpose of Metro Bus service, if it were available and used by respondent. Respondents were provided with seven options, including work, shopping, medical appointments, school, recreation, other, and an option stating they would not use Metro Bus service. Results of the question are displayed below, and show support for shopping (20 percent) and work trips (12 percent). Approximately 49 percent of respondents noted they would not use Metro Bus service.

Figure 4-23 – Would you or another member of your household consider using Metro Bus service if it were made available in Saint Joseph?

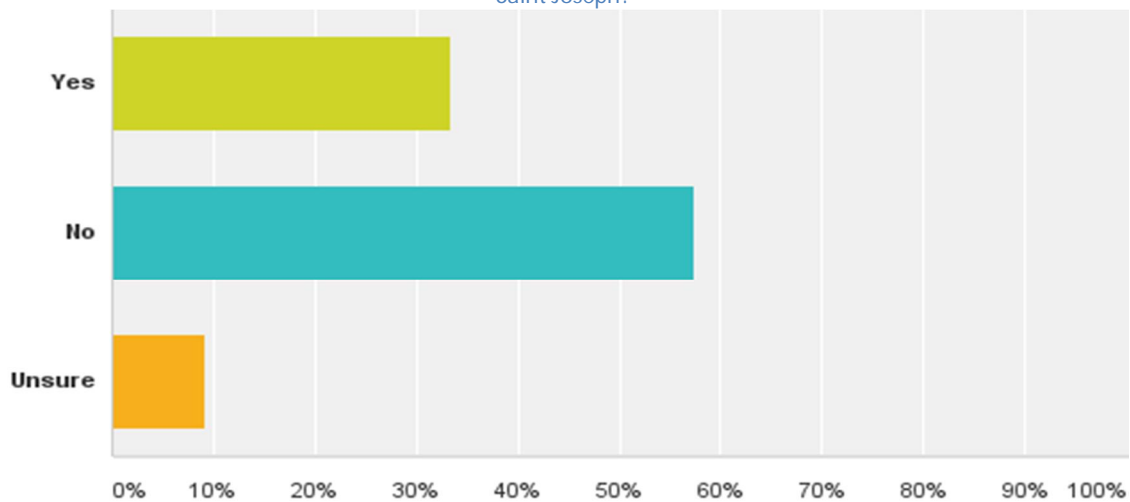


Table 4-23 – Question 2 Response Overview

Answer Choices	Responses	
Yes	33.33%	69
No	57.49%	119
Unsure	9.18%	19
Total		207

Figure 4-24 – If you would use Metro Bus service, what would the main purpose be?

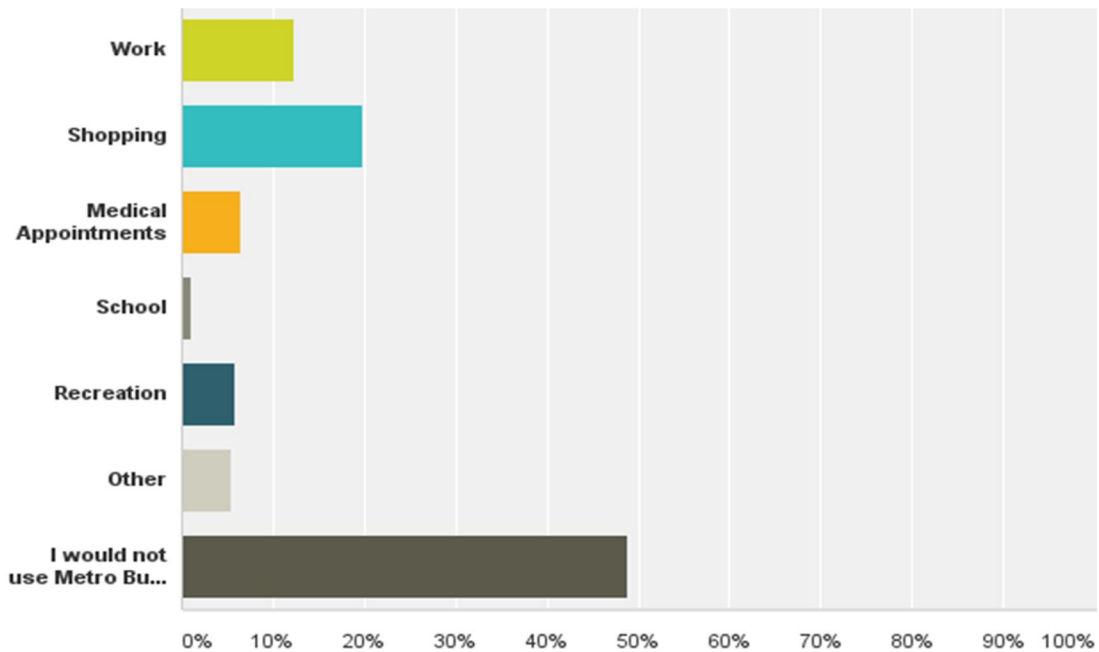


Table 4-24 – Question 3 Response Overview

Answer Choices	Responses	
Work	12.37%	23
Shopping	19.89%	37
Medical Appointments	6.45%	12
School	1.08%	2
Recreation	5.91%	11
Other	5.38%	10
I would not use Metro Bus service	48.92%	91
Total		186

Question 4: Where would you or another member of your household like Metro Bus service to take you?

Users were asked to locate the communities where they would like to travel via Metro Bus service, if it was available. Respondents were asked to select all communities that were applicable to themselves and their household.

Approximately 100 of those surveyed responded to question 4; a summary of these responses is displayed below. 96 percent of respondents selected Saint Cloud as a destination of interest, followed

by Waite Park (61 percent), within Saint Joseph (28 percent), Sartell (27 percent), and Sauk Rapids (15 percent). Nearly all who indicated interest in traveling within Saint Joseph also selected Saint Cloud and the adjacent community of Waite Park.

Figure 4-25 – Where would you or another member of your household like Metro Bus service to take you? (Check all that apply)

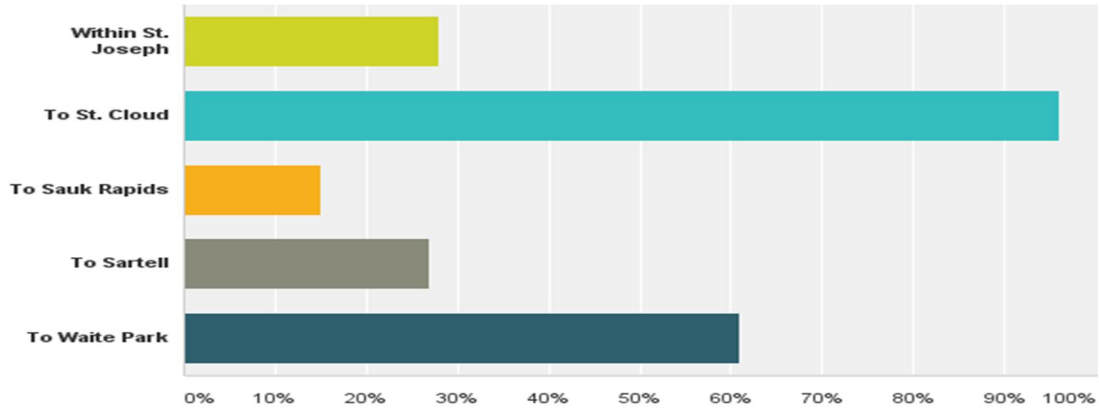


Table 4-25 – Question 4 Response Overview

Answer Choices	Responses
Within St. Joseph	28.00% 28
To St. Cloud	96.00% 96
To Sauk Rapids	15.00% 15
To Sartell	27.00% 27
To Waite Park	61.00% 61
Total Respondents: 100	

Question 5: Which times of day would you your another member of your household be most interested in using Metro Bus service?

Survey respondents were asked to indicate what times of day they and potentially another member of their household would be interested in Metro Bus service. Respondents were asked to select all options that applied.

Approximately 95 survey users responded to this question, with a total of over 290 total responses. Results are indicated below. The majority of users (61 percent) indicated a preference for service between 12:00 p.m. and 3:00 p.m., followed by 9:00 a.m. to 12:00 p.m. service (56 percent). Morning

and evening periods 6:00 a.m. to 9:00 a.m. 6:00 p.m. to 9:00 p.m. also had strong support at 41 percent and 42 percent, respectively.

Approximately 70 percent of those who indicated a preference for service between 12:00 p.m. and 3:00 p.m. also selected the 9:00 a.m. to 12:00 p.m. service category. Additionally, approximately half of those who selected 12:00 p.m. to 3:00 p.m. also selected the next highest performing categories, 6:00 p.m. to 9:00 p.m. and 6:00 a.m. to 9:00 a.m. This breadth of response from survey users indicates that, where support exists for Metro Bus service to Saint Joseph, there is a measurable interest for all-day service.

Question 6: For Metro Bus to provide service to/in Saint Joseph, the city would have to join the Metro Bus Transit Commission and help pay for the service. Do you favor the City joining the Transit Commission?

In response to question 6 regarding whether the survey respondents favored the City of Saint Joseph joining the Metro Bus Transit Commission to help fund future service, 58 percent selected “No,” 28 percent selected “Yes,” and the remaining 14 percent of respondents were unsure. Results are also displayed below.

Figure 4-26 – Which times of day would you your another member of your household be most interested in using Metro Bus service? Mark all that apply.

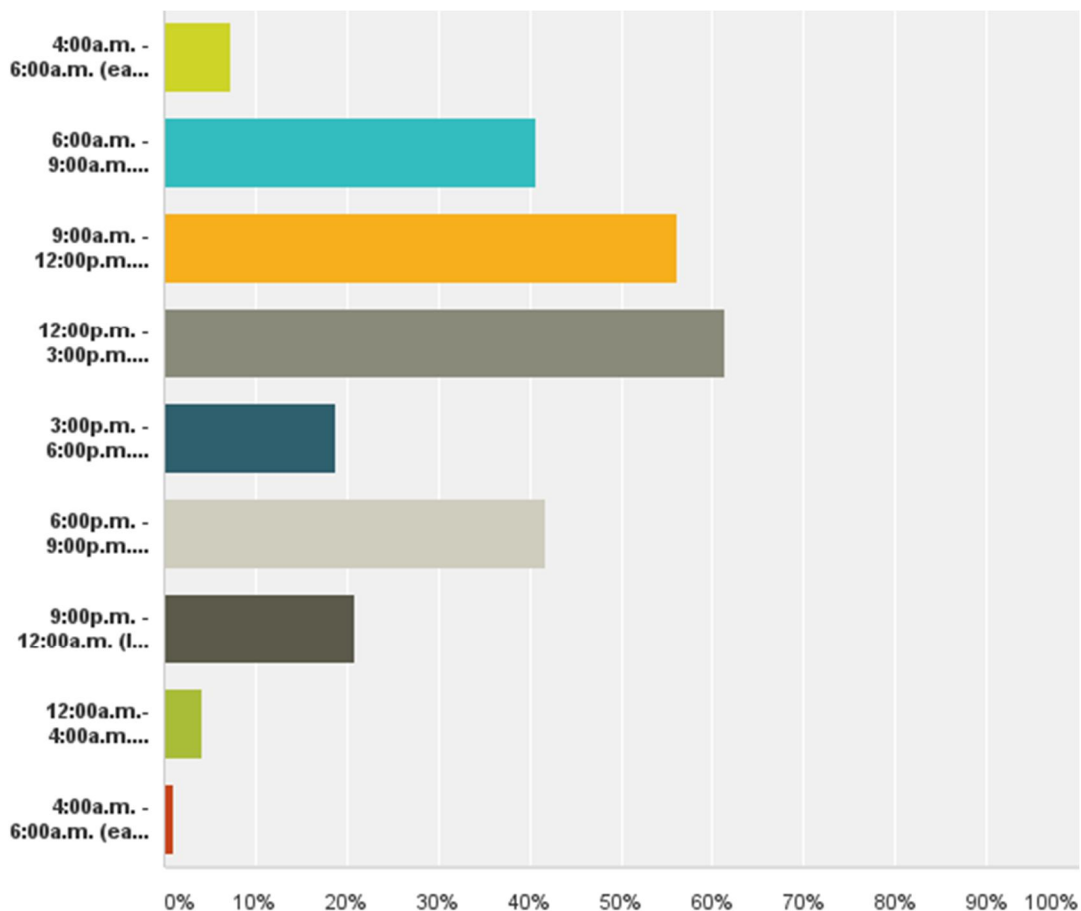


Table 4-26 – Question 5 Response Overview

Answer Choices	Responses	
4:00a.m. - 6:00a.m. (early morning)	7.29%	7
6:00a.m. - 9:00a.m. (morning commute time)	40.63%	39
9:00a.m. - 12:00p.m. (morning/midday)	56.25%	54
12:00p.m. - 3:00p.m. (afternoon/midday)	61.46%	59
3:00p.m. - 6:00p.m. (evening commute time)	18.75%	18
6:00p.m. - 9:00p.m. (evening)	41.67%	40
9:00p.m. - 12:00a.m. (late evening)	20.83%	20
12:00a.m. - 4:00a.m. (overnight)	4.17%	4
4:00a.m. - 6:00a.m. (early morning)	1.04%	1
Total Respondents: 96		

Figure 4-27 – For Metro Bus to provide service to/in Saint Joseph, the city would have to join the Metro Bus Transit Commission and help pay for the service. Do you favor the City joining the Transit Commission?

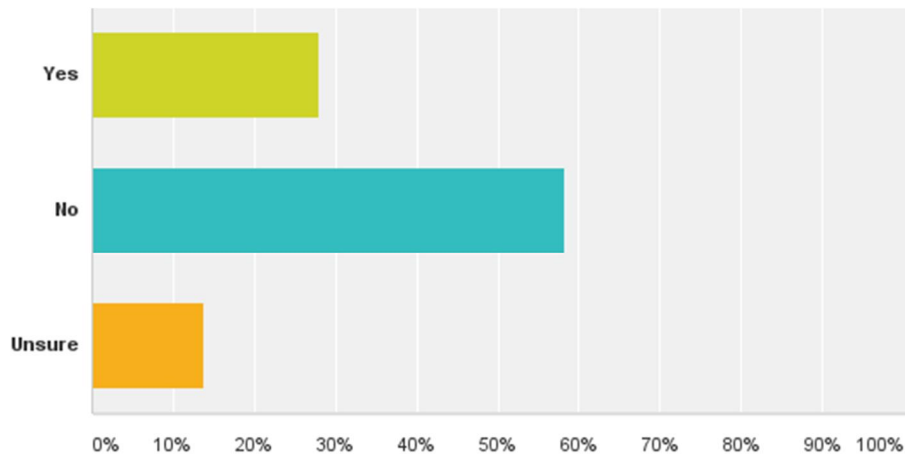


Table 4-27 – Question 6 Response Overview

Answer Choices	Responses	
Yes	27.94%	57
No	58.33%	119
Unsure	13.73%	28
Total		204

Question 7: Do you speak a language other than English at home?

To understand the demographics of the survey respondent, users were asked to indicate if they spoke a language other than English at home. The majority of the responses indicated that they do not speak another language (95 percent), as noted below.

Five percent of respondents indicated that they do speak another language. As a follow up to the question, those who selected “yes” were asked to list which language(s) were spoken at home. Four of the ten who selected “yes” responded, and answers varied from Spanish, Portuguese, and American Sign Language.

Figure 4-28 – Do you speak a language other than English at home?

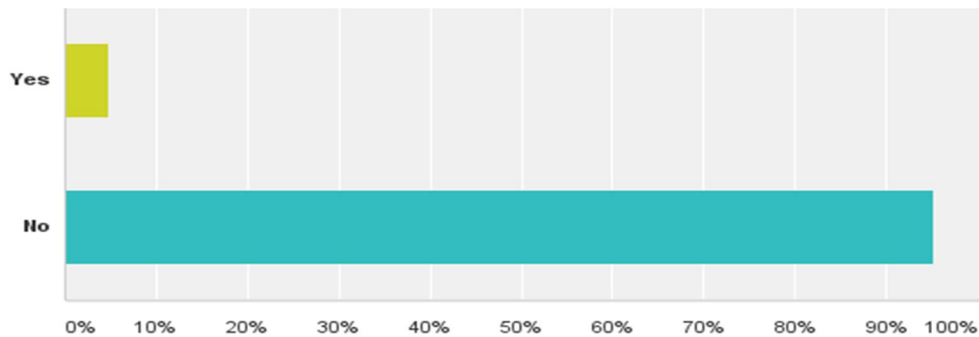


Table 4-28 – Question 1 Response Overview

Answer Choices	Responses	
Yes	4.90%	10
No	95.10%	194
Total		204

4.4.2.2 General Comments

As previously noted, the final question of the survey provided respondents an open-ended opportunity to comment on the potential for Metro Bus service in Saint Joseph. Over 80 comments were received in the categories below, representing approximately 40 percent of overall survey respondents.

Do Not Support Transit Service (62 Percent of Comments)

Survey participants offered comments opposing the expansion of Metro Bus service to Saint Joseph, including concern for increased taxes and subsidy for unused service; maintaining the quiet, bedroom-community character of the city; and increased crime in the community.

Support Transit Service (27 Percent of Comments)

Survey participants shared support of service to Saint Joseph, including comments that it is a necessary service for those in need of transportation options, including the elderly, disabled, and low-income populations.

Need More Information (11 Percent of Comments)

Multiple participants were unable to commit support for or against Metro Bus service in the community, and desired more information about costs, tax increases, types of service, and service performance.

Other/Uncategorized (1 Percent of Comments)

A small segment of comments were unrelated to the Metro Bus service question, and were not categorized with the responses.

4.4.3 Metro Bus On Board Survey

The Metro Bus On board Survey was distributed on Wednesday, September 9 and Thursday, September 10, 2015 throughout the full service day. Paper surveys were distributed on Metro Bus routes (excluding Campus Clipper Routes 81/82, 83, 84, and 85) and links to the survey were also posted on each bus. Data from the paper surveys was compiled using Survey Monkey.

420 unique responses were received. A portion of the survey offered an opportunity for open-ended comments to capture any input that was not specifically covered in the survey questions. Participants left over 180 comments in this section. A summary of the survey responses, including the open-ended comments, is included below.

4.4.3.1 Participant Information

The initial questions of the survey focused on collecting basic participant information, including current use of the Metro Bus system. Summaries of each question and their corresponding responses are included below.

Question 1: Which route are you on right now?

Question 1, as displayed below, asked users which route they were riding while completing the survey. Routes 1 and 2 had the highest share of users at 18 percent and 17 percent, respectively, followed by Routes 21/22 (14 percent), Route 11 (10 percent), and Route 3 (9 percent).

Figure 4-29 – Which route are you on right now?

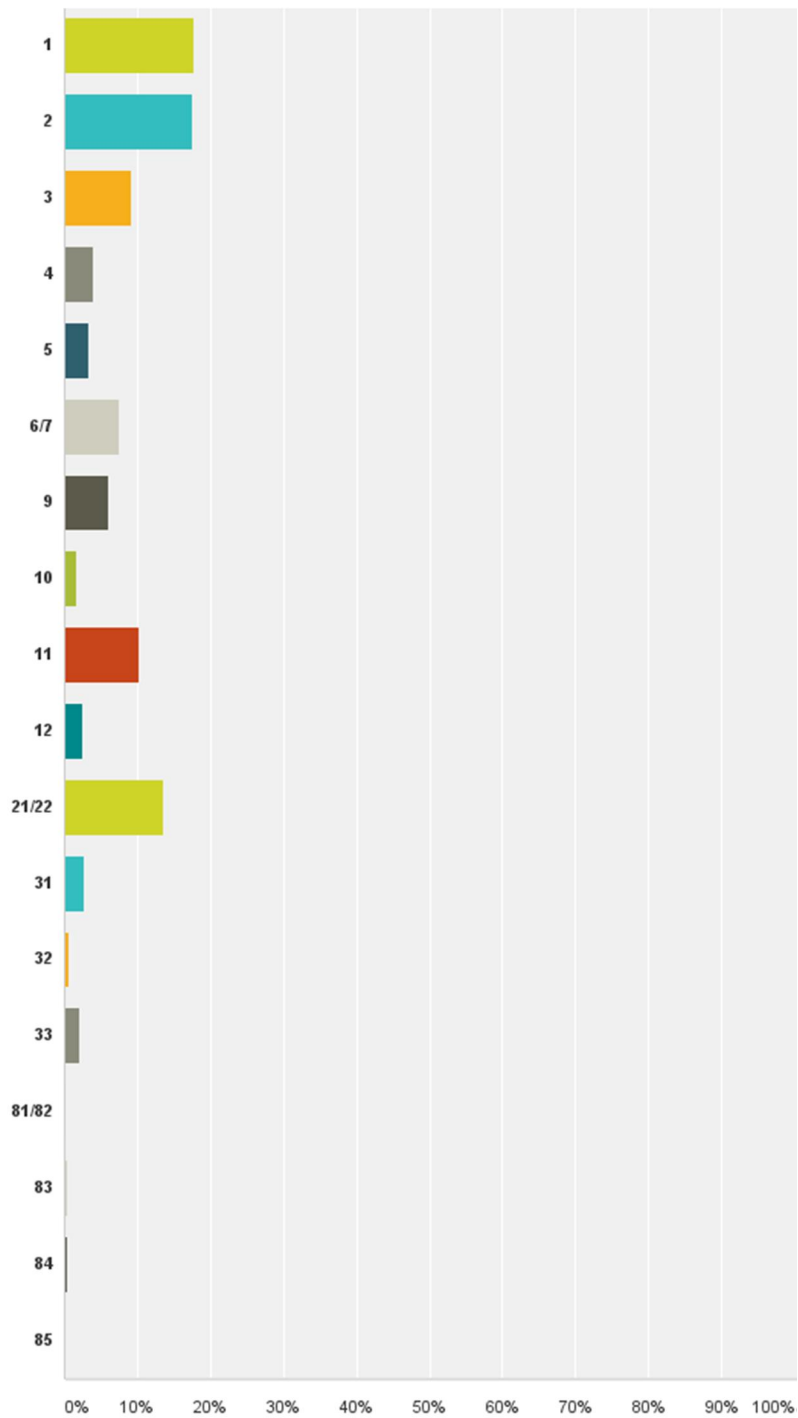


Table 4-29 – Question 1 Response Overview

Answer Choices	Responses
1	17.68% 73
2	17.43% 72
3	9.20% 38
4	3.87% 16
5	3.39% 14
6/7	7.51% 31
9	6.05% 25
10	1.69% 7
11	10.17% 42
12	2.42% 10
21/22	13.56% 56
31	2.66% 11
32	0.73% 3
33	2.18% 9
81/82	0.24% 1
83	0.48% 2
84	0.48% 2
85	0.24% 1
Total	413

Question 2: How did you get to the bus stop today?

The second survey question, displayed below, asked participants how they traveled to their bus stop on the day of the survey. A significant majority walked (91 percent), followed by being dropped off (7 percent) and biking (2 percent).

Figure 4-30 – How did you get to the bus stop today?

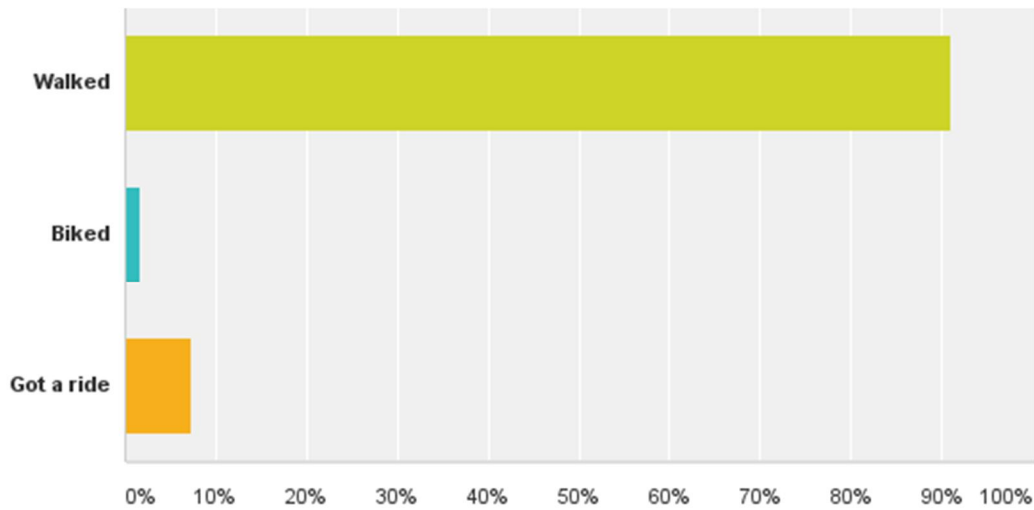


Table 4-30 – Question 2 Response Summary

Answer Choices	Responses	
Walked	91.11%	379
Biked	1.68%	7
Got a ride	7.21%	30
Total		416

Question 3: Was a car available for this trip today?

Next, survey respondents were asked if they had a car available for their trip today. Results of the question are displayed below; approximately 16 percent indicated they had a car available and the remaining participants, 84 percent, indicated they did not have a car available for the trip.

Figure 4-31 – Was a car available for this trip today?

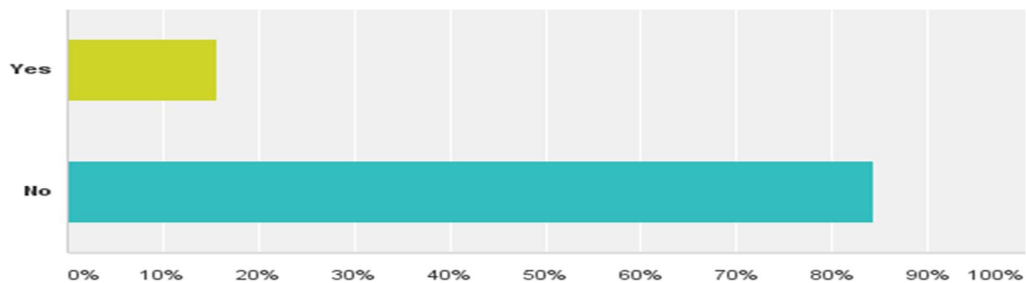


Table 4-31 – Question 3 Response Summary

Answer Choices	Responses
Yes	15.70% 65
No	84.30% 349
Total	414

Question 4: If a car was available, what are your reasons for using the bus on this trip?

Question 4 asked participants their reasons for using transit, even if they had access to a vehicle. Participants were asked to select all answers that applied to them, and selected an average of 1.4 options. The distribution of responses is shown below.

The inconvenience of parking was selected most frequently (45 percent), followed by the environmental benefits of transit use and the fast travel time on the bus (22 percent for each), not having access to or a current driver's license (20 percent), and high gas prices (19 percent).

Participants were also provided an option to share other reasons for using transit; the 27 responses largely emphasized the lack of access to a reliable vehicle or license, as well as the convenience and eco-friendliness of transit.

Figure 4-32 – If a car was available, what are your reasons for using the bus on this trip?

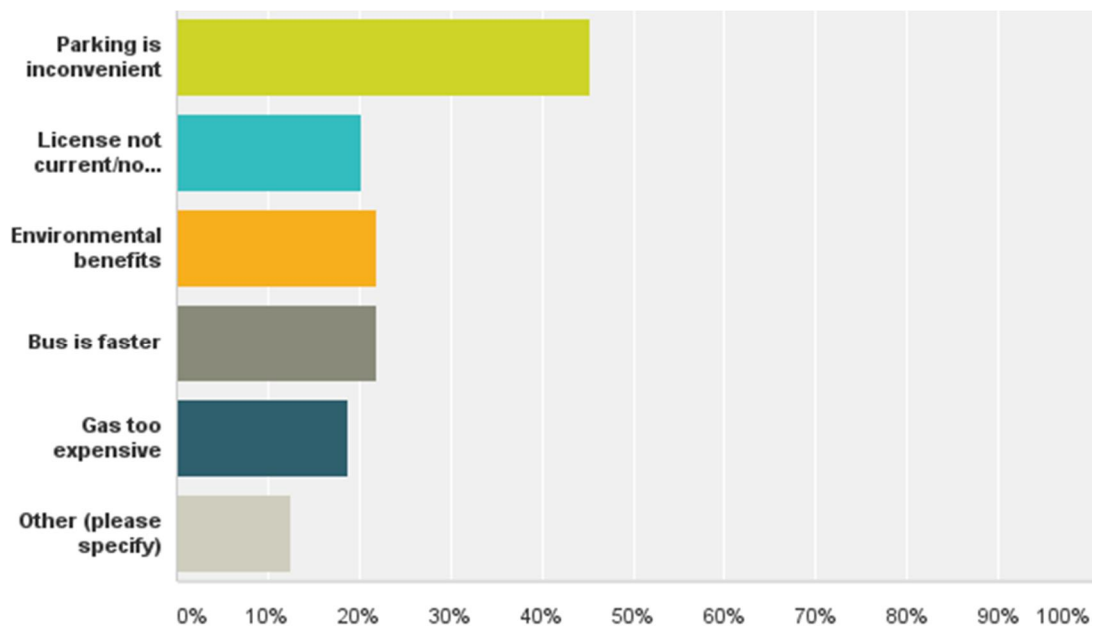


Table 4-32 – Question 4 Response Summary

Answer Choices	Responses
Parking is inconvenient	45.31% 29
License not current/no license	20.31% 13
Environmental benefits	21.88% 14
Bus is faster	21.88% 14
Gas too expensive	18.75% 12
Other (please specify)	12.50% 8
Total Respondents: 64	

4.4.3.2 Transfers

The next series of questions in the survey focused on collecting information about those who completed a transfer on their trip. Summaries of each question and their corresponding responses are included below.

Question 5: Did you transfer while making this trip?

Survey participants were asked if they completed a transfer; most of the participants did not complete this question (351). Of those who did complete it, 38 participants (nine percent of 420 overall participants) indicated that they did complete a transfer. Results are also indicated below.

Figure 4-33 – Did you transfer while making this trip?

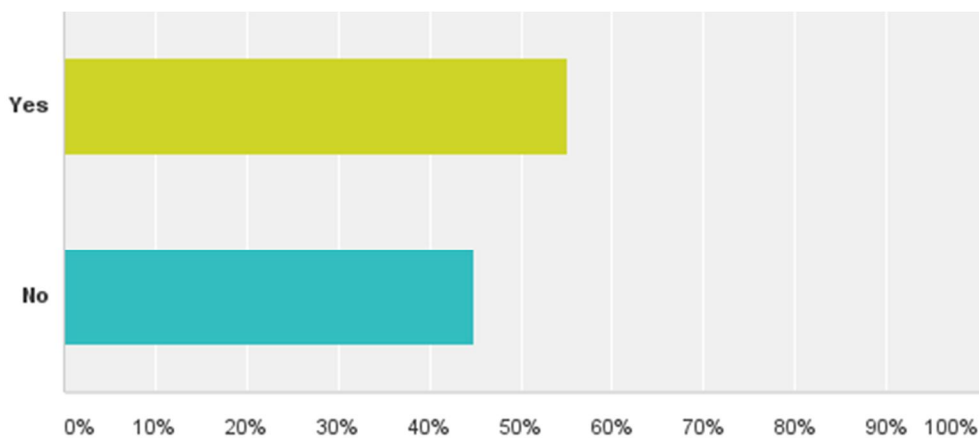


Table 4-33 – Question 5 Response Summary

Answer Choices	Responses	
Yes	55.07%	38
No	44.93%	31
Total		69

Question 6: If you transferred, what route did you transfer to?

Of the participants that indicated their trip would include a transfer in the previous question, 27 participants responded to this question with valid responses. Appendix D in Technical Memorandum 2 includes a summary of the responses from this set of questions.

4.4.3.3 Travel Patterns

The initial questions of the survey focused on collecting basic participant information, including current use of the Metro Bus system. Summaries of each question and their corresponding responses are included below.

Question 7: What is your one most important purpose for making this bus trip?

To understand the travel needs and destinations of the survey participants, Question 7 asked participants to indicate their most important reason for completing their current transit trip. Forty-five (45) percent indicated work as their primary purpose, followed by school (26 percent), shopping (9 percent), health/medical (8 percent), other reasons (6 percent), recreation or entertainment (3 percent), and job seeking (2 percent). The six percent who selected other trip purposes included responses ranging from volunteering, errands, and appointments, to apartment hunting. Results are displayed below.

Figure 4-34 – What is your one most important purpose for making this bus trip?

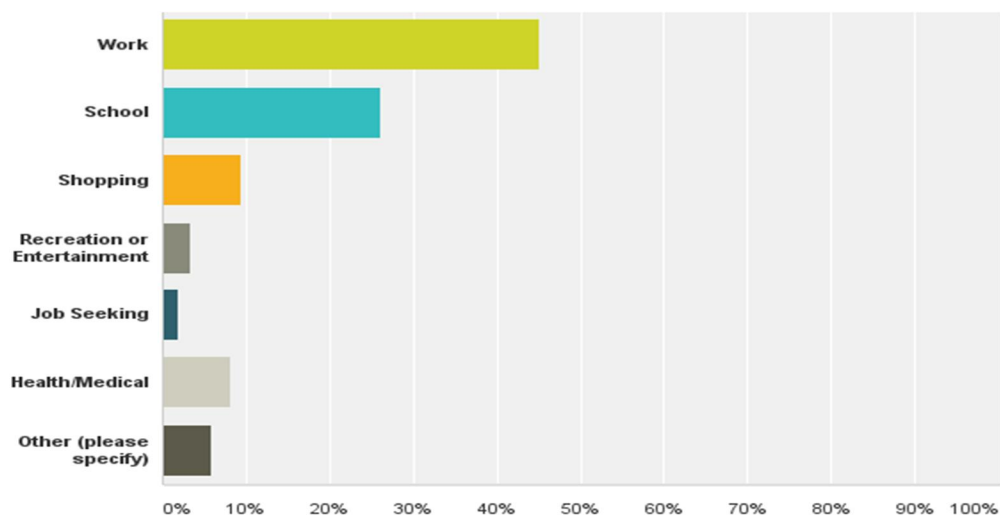


Table 4-34 – Question 7 Response Summary

Answer Choices	Responses
Work	45.04% 186
School	26.15% 108
Shopping	9.44% 39
Recreation or Entertainment	3.39% 14
Job Seeking	1.94% 8
Health/Medical	8.23% 34
Other (please specify)	5.81% 24
Total	413

Question 8: How did you pay for your bus fare today?

The results for question 8, which asked users how they paid their fare on their current trip, are displayed below. Responses ranged from a Student ID (33 percent) and a 31-day pass (29 percent) down to tokens and day passes (1 percent and 0.5 percent, respectively).

Figure 4-35 – How did you pay for your bus fare today?

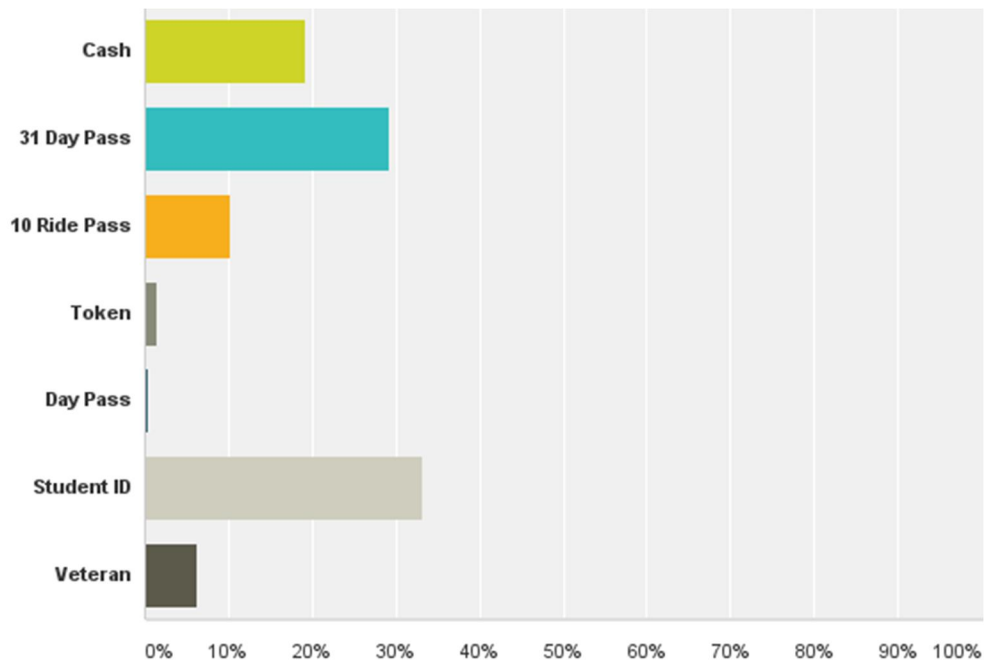


Table 4-35 – Question 8 Response Summary

Answer Choices	Responses	
Cash	19.18%	80
31 Day Pass	29.26%	122
10 Ride Pass	10.31%	43
Token	1.44%	6
Day Pass	0.48%	2
Student ID	33.09%	138
Veteran	6.24%	26
Total		417

Question 9: How many days per week do you usually ride the bus?

In response to the question regarding how many days per week participants use Metro Bus, approximately 77 percent indicated they use the service five to seven days per week. The remainder of responses dropped off per day of the week; 12 percent responded that they use the service four days per week, followed by 5 percent at three days a week. Responses are also displayed below.

Figure 4-36 – How many days per week do you usually ride the bus?

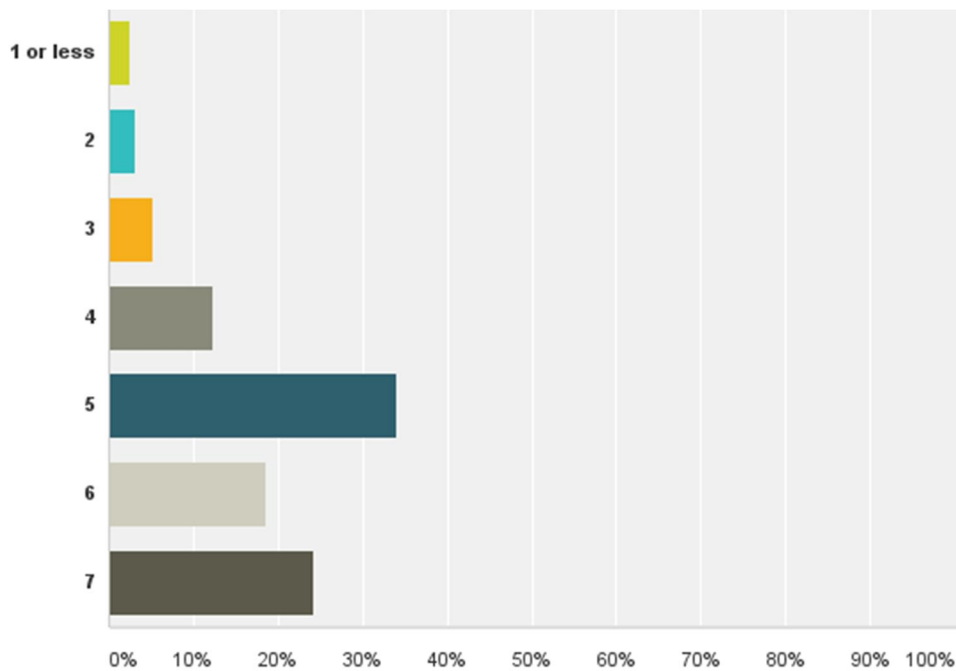


Table 4-36 – Question 9 Response Summary

Answer Choices	Responses
1 or less	2.45% 10
2	3.19% 13
3	5.15% 21
4	12.25% 50
5	34.07% 139
6	18.63% 76
7	24.26% 99
Total	408

Question 10: How many years have you been using Metro Bus?

The responses to question 10, which asked participants how many years they had been riding Metro Bus, are displayed below. Thirty-one (31) percent of users indicated they have been using the service for over six years, followed by users under one year and one to two years (22 percent each).

Figure 4-37 – How many years have you been using Metro Bus?

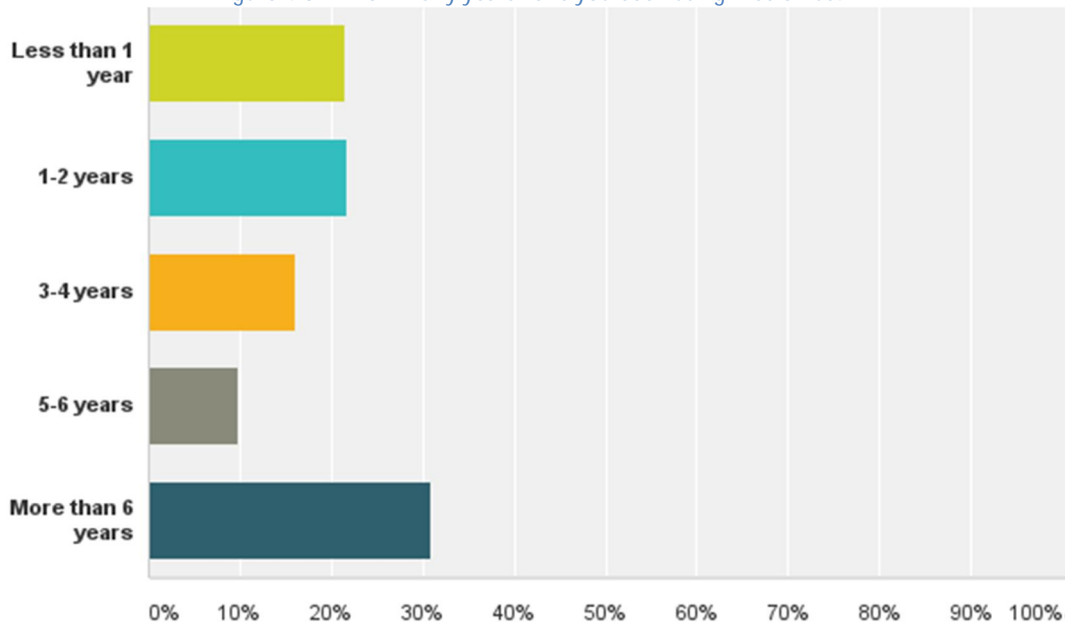


Table 4-37 – Question 10 Response Summary

Answer Choices	Responses	
Less than 1 year	21.45%	89
1-2 years	21.69%	90
3-4 years	16.14%	67
5-6 years	9.88%	41
More than 6 years	30.84%	128
Total		415

4.4.3.4 Demographic Information

The next series of questions asked participants to answer demographic questions. These results will be used at an aggregate level to better understand Metro Bus riders.

Question 11: What is your race/ethnicity?

The results of question 11, which focused on the race/ethnicity of participants, are displayed below. The largest segment of participants identified as Caucasian/white, at 67 percent.

Figure 4-38 – What is your race/ethnicity?

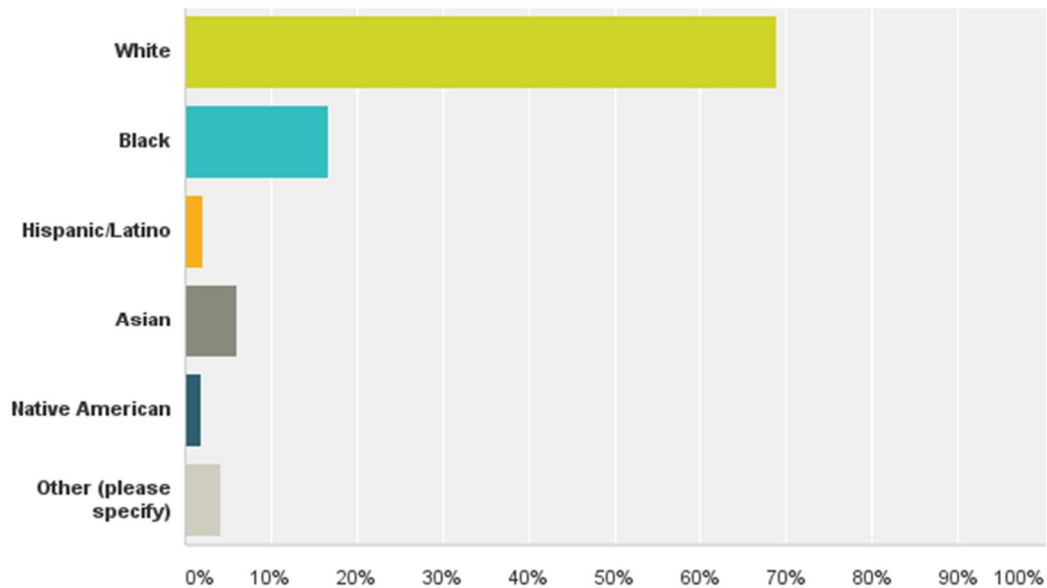


Table 4-38 – Question 11 Response Summary

Answer Choices	Responses
White	68.86% 283
Black	16.79% 69
Hispanic/Latino	2.19% 9
Asian	6.08% 25
Native American	1.95% 8
Other (please specify)	4.14% 17
Total	411

Question 12: How well do you speak English?

Question 12 asked participants how well they speak English; results of the question are displayed below. Approximately one percent of participants responded that they cannot speak English well or at all; five participants did not complete this survey question. Three participants who indicated they do not speak English well shared that their primary languages include French (2) and Somali (1).

Figure 4-39 – How well do you speak English?

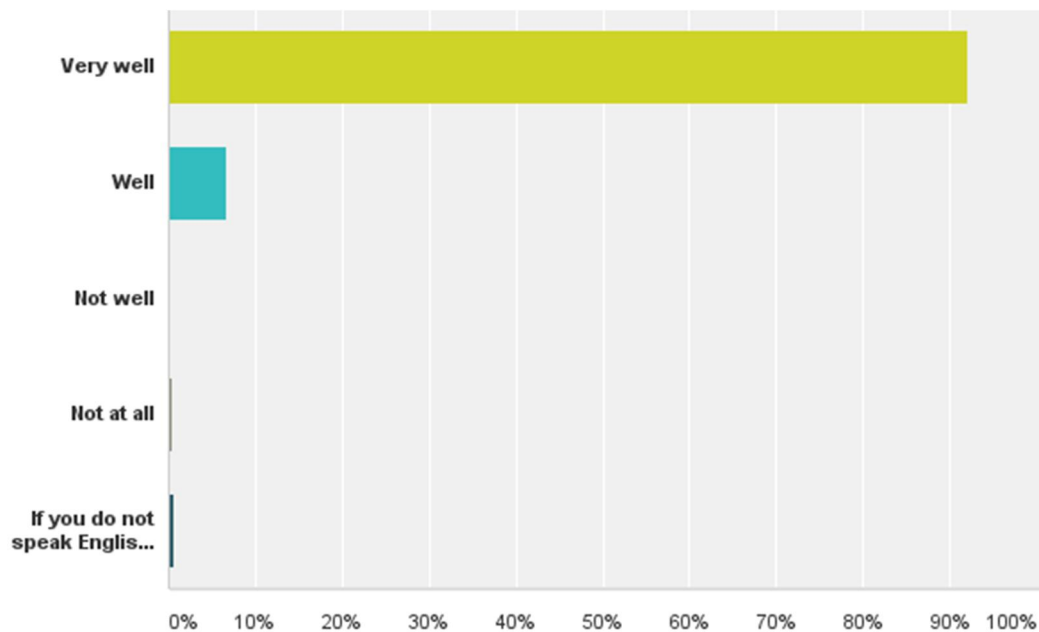


Table 4-39 – Question 12 Response Summary

Answer Choices	Responses	
Very well	92.05%	382
Well	6.75%	28
Not well	0.00%	0
Not at all	0.48%	2
If you do not speak English very well, which language do you speak very well	0.72%	3
Total	415	

Question 13: What is your gender?

The results of question 13 are displayed below. Fifty-six percent identify as female, 43 percent identify as male, and approximately 1 percent stated that they prefer not to answer the question.

Figure 4-40 – What is your gender?

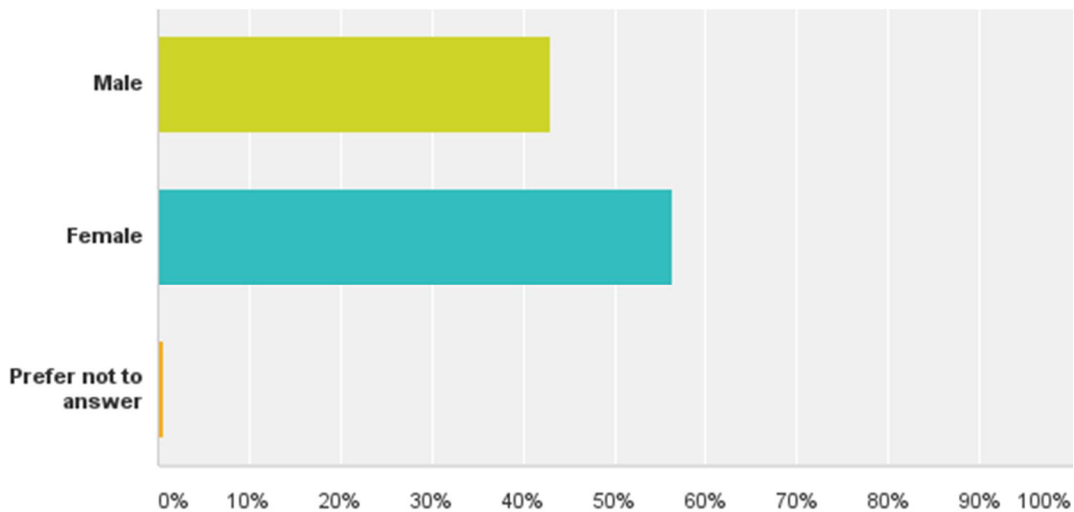


Table 4-40 – Question 13 Response Summary

Answer Choices	Responses	
Male	43.00%	178
Female	56.28%	233
Prefer not to answer	0.72%	3
Total	414	

Question 14: What is your age?

Question 14 was designed as an open-ended question and asked the participant to provide their age. Four hundred and three (403) individuals responded, with an average age of 37 years and median age of 32 years.

Question 15: Do you have any mobility limitations?

Question 15 asked participants if they had any mobility issues. Results are summarized below, and show that approximately 14 percent of participants noted that they have a mobility issue, and approximately 86 percent do not have a mobility issue.

Figure 4-41 – Do you have any mobility limitations?

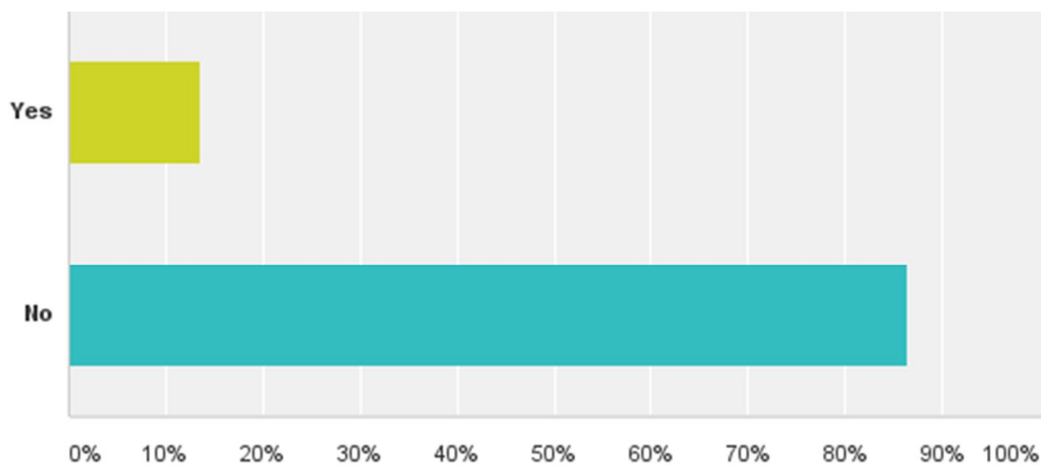


Table 4-41 – Question 15 Response Summary

Answer Choices	Responses
Yes	13.58% 55
No	86.42% 350
Total	405

Question 16: How many people live in your household?

The results of question 16, which inquired about the household size of the participant, are displayed below. Thirty-eight (38) percent of participants live in a household of one person, 25 percent live in a household of two persons, 14 percent in a household of three persons, and the remaining approximately 23 percent live in a household of four or more persons.

Figure 4-42 – How many people live in your household?

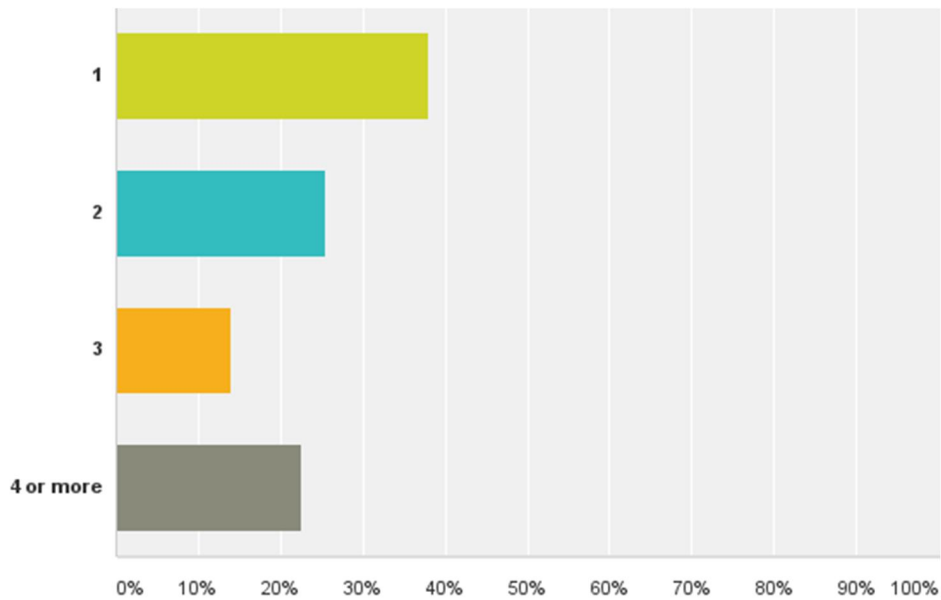


Table 4-42 – Question 16 Response Summary

Answer Choices	Responses	
1	38.01%	157
2	25.42%	105
3	14.04%	58
4 or more	22.52%	93
Total		413

Question 17: What is your current employment situation?

The next demographic question asked participants to identify their employment situation. Results are included below; 29 percent of participants are each employed full time and part time, while the remainder are students (21 percent), unemployed, retired, or work within the home.

Figure 4-43 – What is your current employment situation?

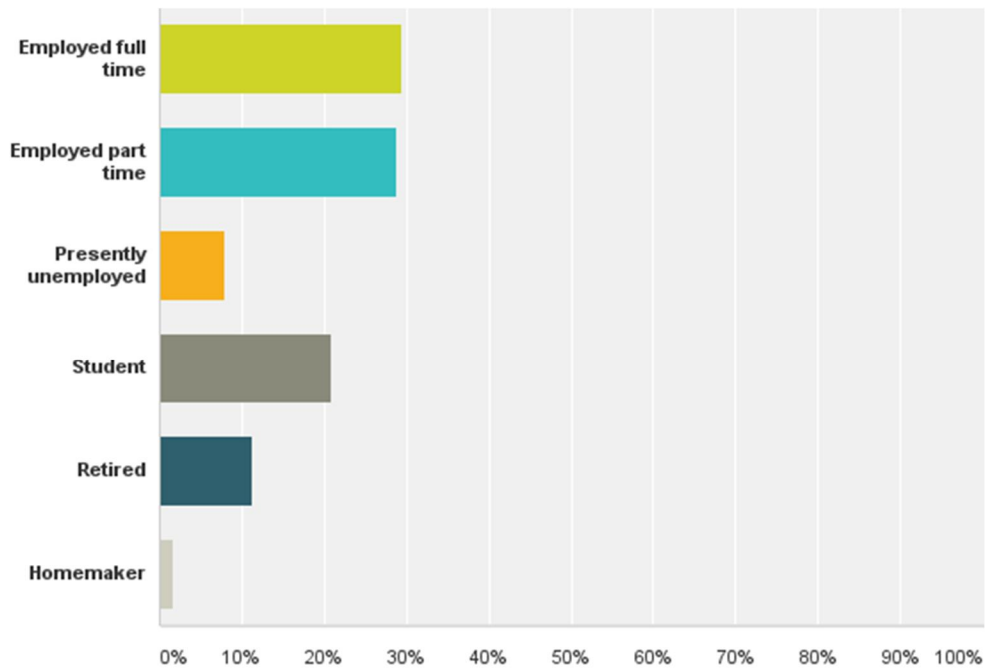


Table 4-43 – Question 17 Response Summary

Answer Choices	Responses	
Employed full time	29.48%	120
Employed part time	28.75%	117
Presently unemployed	7.86%	32
Student	20.88%	85
Retired	11.30%	46
Homemaker	1.72%	7
Total		407

Question 18: What is your total annual household income?

The last question in the demographics series asked survey participants to share the range of their total annual household income. The results of the question are displayed below; approximately 54 percent of participants indicated that their household earns less than \$15,000 per year, followed by 24 percent within the \$15,000 to \$24,999 income range.

Figure 4-44 – What is your total annual household income?

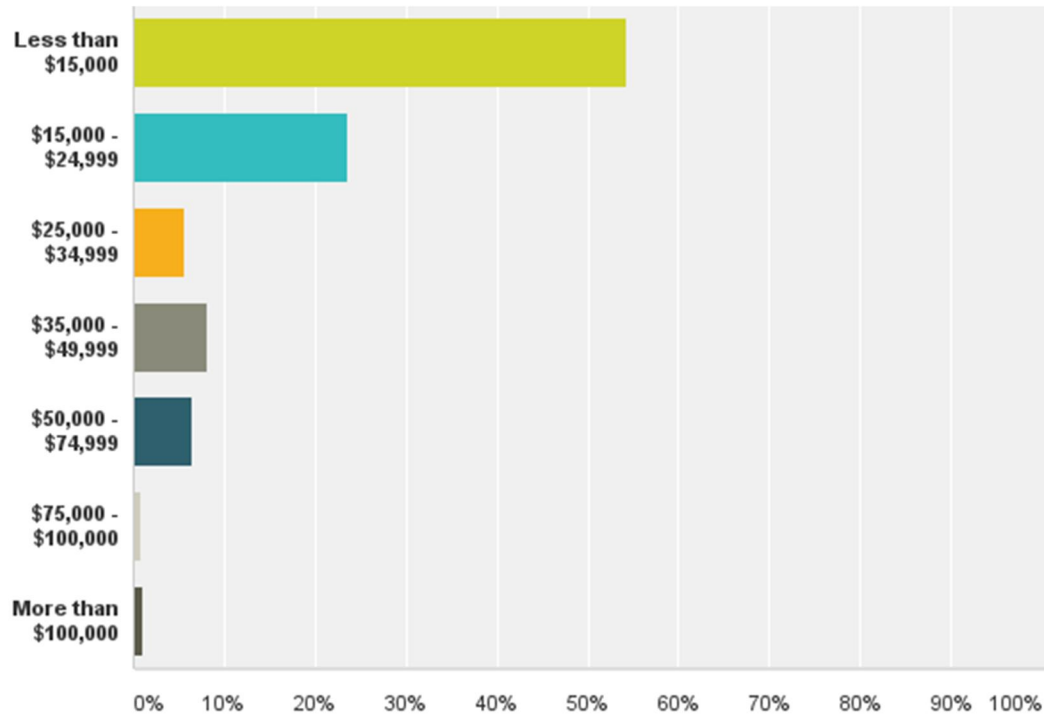


Table 4-44 – Question 18 Response Summary

Answer Choices	Responses	
Less than \$15,000	54.29%	209
\$15,000 - \$24,999	23.64%	91
\$25,000 - \$34,999	5.71%	22
\$35,000 - \$49,999	8.05%	31
\$50,000 - \$74,999	6.49%	25
\$75,000 - \$100,000	0.78%	3
More than \$100,000	1.04%	4
Total		385

4.4.3.5 Metro Bus Performance and Expansion

The final series of questions asked participants to rate and provide feedback on Metro Bus service performance and expansion options.

Question 19: Rate each aspect of Metro Bus service (1 is best, 7 is worst):

Question 19 of the survey asked participants to rate seven aspects of Metro Bus service, with a rating of one being the best and seven the worst performing. The average ratings for each category, from highest (best) to lowest (worst), are listed and displayed below. Driver courtesy received the best rating at 1.91, and the level of weekend service had the poorest rating with an average ranking of 4.00; it should be noted that safety was not ranked by any participants and is excluded from the list below.

- Driver courtesy: 1.91
- Total travel time: 2.43
- Directness of route: 2.45
- Connections at transfer points: 2.53
- Time that buses stop running at night: 3.63
- Level of weekend service: 4.00

Figure 4-45 – Average of Metro Bus Service Ratings

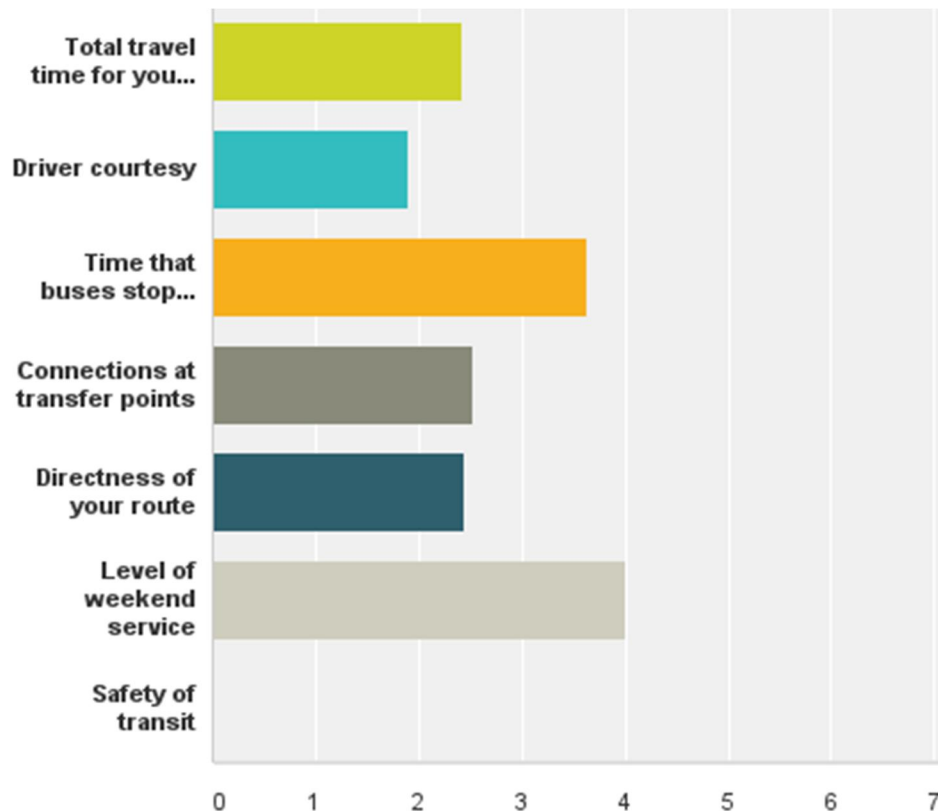


Table 4-45 – Question 19 Response Summary

	1	2	3	4	5	6	7	Total	Weighted Average
Total travel time for your trip	39.30% 158	24.13% 97	12.69% 51	11.19% 45	6.72% 27	2.49% 10	3.48% 14	402	2.43
Driver courtesy	57.11% 229	23.19% 93	7.23% 29	4.74% 19	2.49% 10	2.24% 9	2.99% 12	401	1.91
Time that buses stop running at night	25.06% 97	13.95% 54	12.14% 47	13.70% 53	9.56% 37	8.27% 32	17.31% 67	387	3.63
Connections at transfer points	36.99% 145	25.00% 98	10.71% 42	14.03% 55	6.12% 24	2.55% 10	4.59% 18	392	2.53
Directness of your route	42.61% 170	20.80% 83	11.78% 47	10.03% 40	6.52% 26	5.01% 20	3.26% 13	399	2.45
Level of weekend service	17.42% 69	13.13% 52	14.90% 59	12.88% 51	10.86% 43	9.60% 38	21.21% 84	396	4.00
Safety of transit	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

Question 20: If adding service to new locations in the Saint Cloud area is important to you, what one or two locations would you like to go to on Metro Bus?

Participants were provided with the opportunity to list one or two locations where they would like to see new service in the Saint Cloud area. Participants provided 139 responses, which fall into the following categories below.

Saint Cloud Locations (37 Percent of Comments) – Approximately 37 percent of comments supported expansion to service to areas throughout Saint Cloud, including shopping centers (Westwood Hills, Aldi, Walmart, strip malls south of Crossroads Mall), employment and education centers such as Saint Cloud Hospital, Quarry Park, SCSU, SCTC, the Saint Cloud Airport, and Cash Wise West.

Sauk Rapids/Rice (8 Percent of Comments) – Approximately eight percent of comments supported service expansion to the communities of Sauk Rapids and/or Rice, MN.

Saint Joseph (16 Percent of Comments) – Approximately 16 percent of comments supported service expansion to the community of Saint Joseph, MN.

Sauk Centre (2 Percent of Comments) – Approximately two percent of comments supported service expansion to the community of Sauk Center, MN.

Sartell (5 Percent of Comments) – Approximately five percent of comments supported service expansion to the community of Sartell, MN.

Other Surrounding Communities (7 Percent of Comments)

Approximately seven percent of comments supported service expansion to other surrounding communities, including Foley, Melrose, Minneapolis, and others.

Other/Uncategorized (25 Percent of Comments) – Approximately 25 percent of comments were unrelated to the question of new service locations and were not categorized.

4.4.3.6 Other General Comments

As previously noted, the final question of the survey provided respondents an open-ended opportunity to comment on Metro Bus service. Participants provided 180 comments in the categories below, representing approximately 43 percent of overall survey respondents.

Expand Service Span and/or Frequency (34 Percent of Comments)

A large share of the comment supported increased service span and frequency, especially on the weekends and to support second shift workers in the evenings.

General Support of Metro Bus (23 Percent of Comments)

Approximately 23 percent of the comments noted that they were generally pleased with Metro Bus service.

Driver Courtesy Issues (10 Percent of Comments)

Approximately 10 percent of the comments noted issues with driver courtesy on Metro Bus routes.

On-Time Performance Issues (9 Percent of Comments)

Approximately nine percent of the comments noted issues with on-time performance.

Increase Number of Stops on Routes (2 Percent of Comments)

Approximately two percent of comments requested an increased density of stop locations on existing routes.

Lower Cost of Fares (2 Percent of Comments)

Approximately two percent of comments requested a lower cost of fares, especially for veterans.

Other/Uncategorized (20 Percent of Comments)

Approximately 20 percent of comments were unrelated to the question and were not categorized.

4.4.4 Campus Clipper On Board Survey

The Campus Clipper On board Survey was distributed on Wednesday, September 9 and Thursday, September 10, 2015 throughout the full service day. The surveys were distributed on the Campus Clipper Routes (i.e., Routes 81/82, 83, 84, and 85) and links to the survey were also posted on each bus. Data from the paper surveys was compiled using Survey Monkey.

321 unique responses were received. A portion of the survey offered an opportunity for open-ended comments to capture any input that was not specifically covered in the survey questions. Participants left over 70 comments in this section. A summary of the survey responses, including the open-ended comments, is included below.

4.4.4.1 Participant Information and Travel Patterns

The majority of the survey questions of the survey focused on collecting basic participant information, including travel patterns and current use of the Campus Clipper and Metro Bus system. Summaries of each question and their corresponding responses are included below.

Question 1: Which route are you on right now?

Question 1, as displayed below, asked users which Campus Clipper route they were using while taking the on board survey. The majority of participants were riding Routes 81/82 (41 percent), followed by Route 83 (27 percent) and Route 85 (21 percent). The remainder of participants, approximately 10 percent, were riding Route 84.

Question 2: Which best describes your role at Saint Cloud State University?

The second survey question, also displayed below, asked participants to indicate their role at SCSU as a student, faculty member, staff, or otherwise. The vast majority of participants in the on board survey were students (97 percent); exactly 50 percent of these student participants were 1st and 2nd year students, with a decreasing level of participation from 3rd, 4th, and 5th year students.

Figure 4-46 – Which route are you on right now?

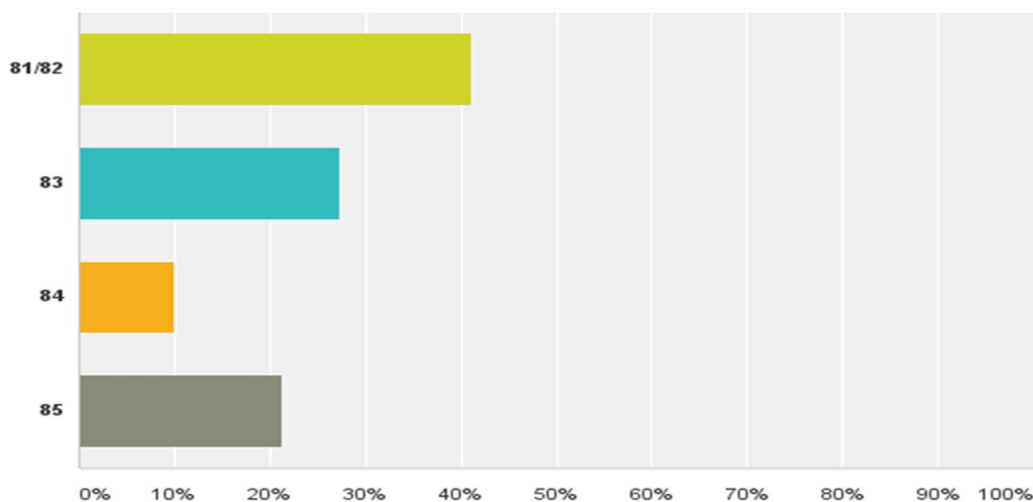


Table 4-46 – Question 1 Response Overview

Answer Choices	Responses
81/82	41.19% 131
83	27.36% 87
84	10.06% 32
85	21.38% 68
Total	318

Figure 4-47 – Which best describes your role at Saint Cloud State University?

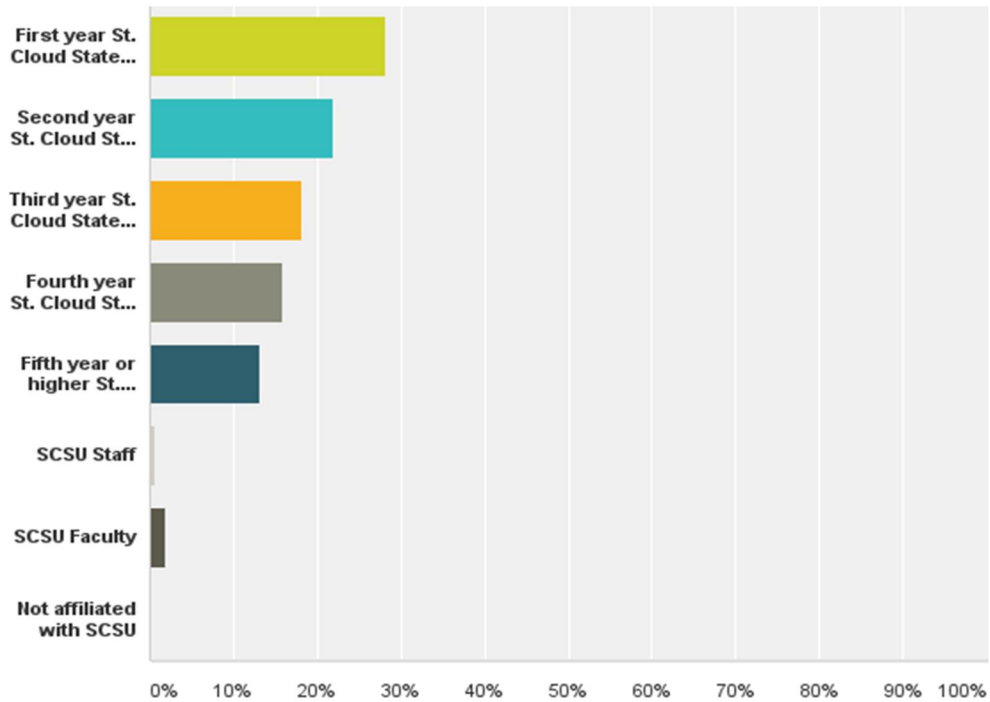


Table 4-47 – Question 2 Response Overview

Answer Choices	Responses	
First year St. Cloud State student	28.13%	90
Second year St. Cloud State student	21.88%	70
Third year St. Cloud State student	18.13%	58
Fourth year St. Cloud State student	15.94%	51
Fifth year or higher St. Cloud State student	13.13%	42
SCSU Staff	0.63%	2
SCSU Faculty	1.88%	6
Not affiliated with SCSU	0.31%	1
Total		320

Question 3: Are you presently employed?

Next, survey respondents were asked about their employment status. Results of the question are displayed below. Fifty-five (55) percent of participants indicated that they were employed part time and 35 percent of participants were unemployed. Approximately nine percent of those surveyed were employed full time.

Figure 4-48 – Are you presently employed?

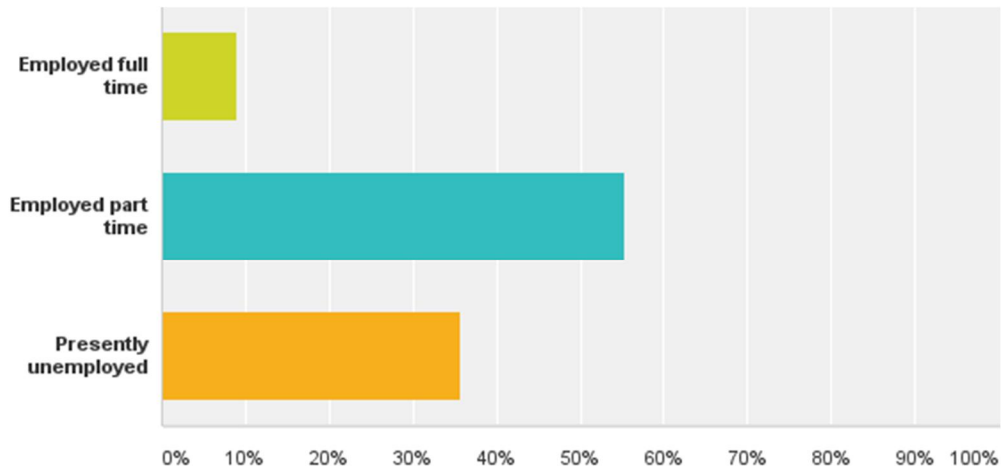


Table 4-48 – Question 3 Response Overview

Answer Choices	Responses
Employed full time	8.92% 28
Employed part time	55.41% 174
Presently unemployed	35.67% 112
Total	314

Question 4: Where did you come from before getting on this bus?

Question 4 asked where participants traveled from prior to boarding the bus. Over 85 percent of respondents shared that they were traveling from their off-campus home, as displayed below. Other common responses included class (12 percent) and off-campus jobs (2 percent).

Question 5: Where are you going on this bus?

Survey participants were asked where they intended to travel via their current route. Results are displayed below, and show that the majority of riders (71 percent) were traveling to class, followed by home locations (18 percent), on campus jobs/offices (4 percent), and off campus jobs/offices (1 percent).

Figure 4-49 – Where did you come from before getting on this bus?

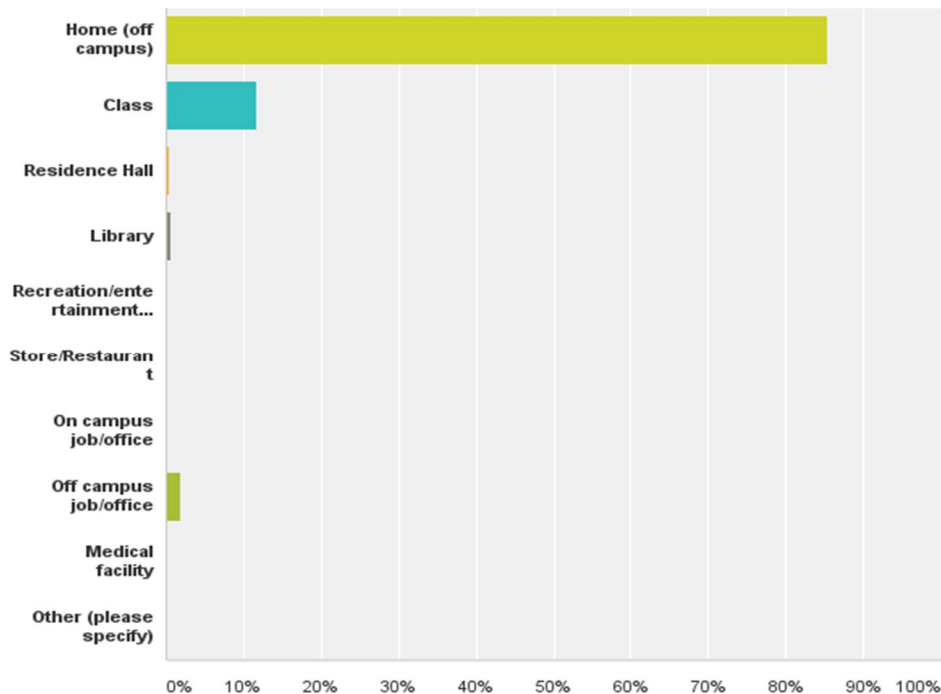


Table 4-49 – Question 4 Response Overview

Answer Choices	Responses
Home (off campus)	85.35% 268
Class	11.78% 37
Residence Hall	0.32% 1
Library	0.64% 2
Recreation/entertainment facility	0.00% 0
Store/Restaurant	0.00% 0
On campus job/office	0.00% 0
Off campus job/office	1.91% 6
Medical facility	0.00% 0
Other (please specify)	0.00% 0
Total	314

Figure 4-50 – Where are you going on this bus?

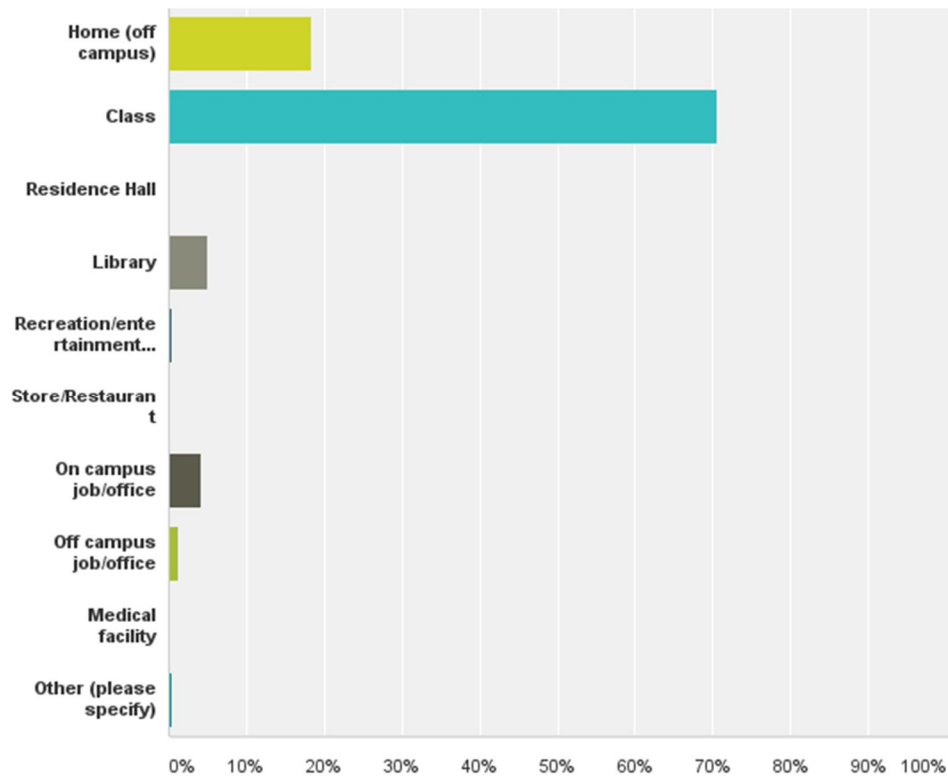


Table 4-50 – Question 5 Response Overview

Answer Choices	Responses	
Home (off campus)	18.30%	58
Class	70.66%	224
Residence Hall	0.00%	0
Library	5.05%	16
Recreation/entertainment facility	0.32%	1
Store/Restaurant	0.00%	0
On campus job/office	4.10%	13
Off campus job/office	1.26%	4
Medical facility	0.00%	0
Other (please specify)	0.32%	1
Total		317

Question 6: Do you live on campus or off campus?

In response to question 6, approximately 99 percent of participants indicated they do not live on campus. Results are also displayed below.

Figure 4-51 – Do you live on campus or off campus?

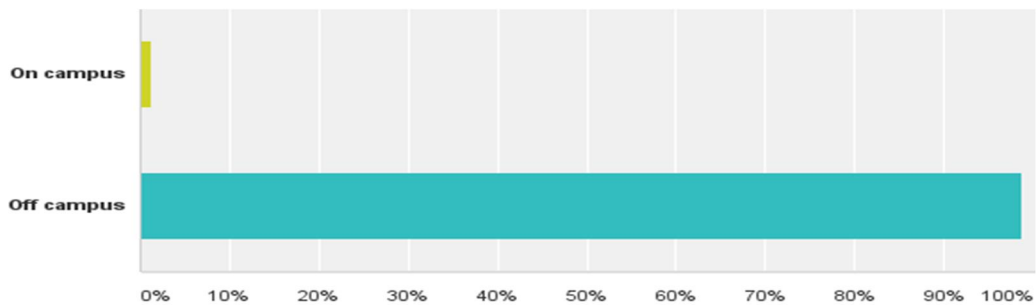


Table 4-51 – Question 6 Response Overview

Answer Choices	Responses	
On campus	1.25%	4
Off campus	98.75%	316
Total		320

Question 7: Do you typically have access to an automobile?

To understand the share of transit-dependent riders, question 7 asked participants to share if they typically have access to a private automobile. The share of responses are displayed below; 69 percent of participants shared that they have access to a vehicle, and 31 percent do not.

Figure 4-52 – Do you typically have access to an automobile?

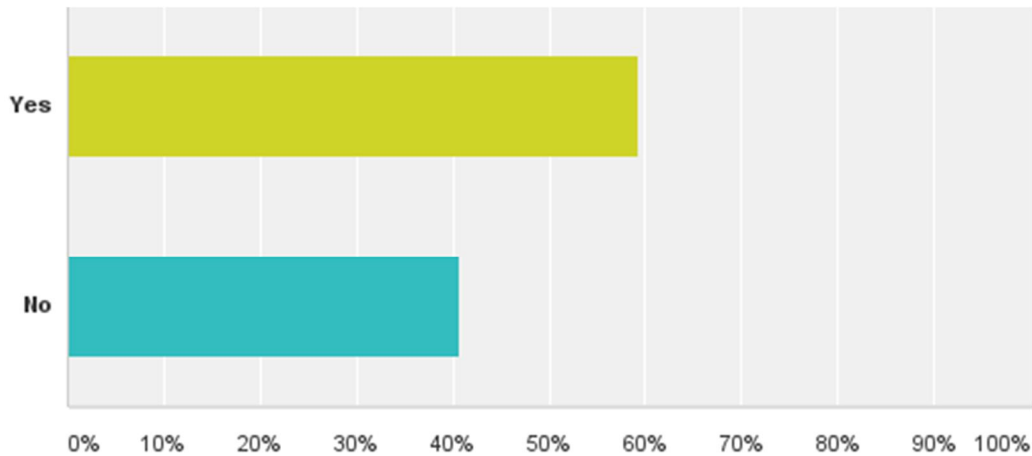


Table 4-52 – Question 7 Response Overview

Answer Choices	Responses	
Yes	59.25%	189
No	40.75%	130
Total		319

Question 8: Could you have made this trip if bus service was not available?

To complement question 7, the next question asked if participants could have completed the trip without transit available. The share of responses are displayed below; over half of participants (54 percent) indicated that they would be able to complete the trip. This share is lower than those who noted they have vehicle access in question 7, which potentially points to the lack of consistent and convenient access to a private vehicle beyond what was identified in responses in question 7.

Figure 4-53 – Could you have made this trip if bus service was not available?

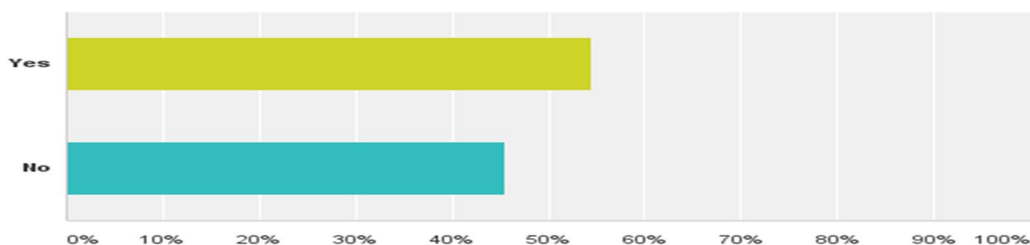


Table 4-53 – Question 8 Response Overview

Answer Choices	Responses	
Yes	54.49%	170
No	45.51%	142
Total		312

Question 9: If a car was available, what are your reasons for using the bus on this trip?

Question 9 asked participants their reasons for using transit, even if they had access to a vehicle. Participants were asked to select all answers that applied to them, and selected an average of 2.3 options. The distribution of responses are shown below. Free transit service was selected most frequently (66 percent), followed by the high cost or unavailability of permit parking (61 percent), parking is inconvenient (50 percent), gas too expensive (29 percent), license not current/no license (15 percent), and other (10 percent). Participants were also provided an option to share other reasons for using transit; the 27 responses largely emphasized the lack of access to a reliable vehicle or license, as well as the convenience and eco-friendliness of transit.

Figure 4-54 – If a car was available, what are your reasons for using the bus on this trip?

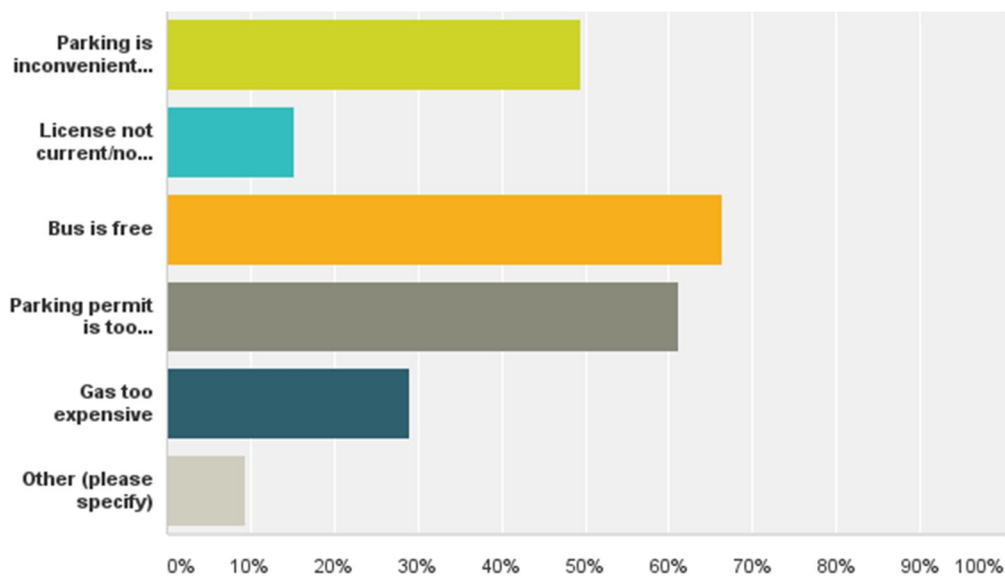


Table 4-54 – Question 9 Response Overview

Answer Choices	Responses	
Parking is inconveniently located	49.48%	143
License not current/no license	15.22%	44
Bus is free	66.44%	192
Parking permit is too expensive/unavailable	61.25%	177
Gas too expensive	29.07%	84
Other (please specify)	9.34%	27
Total Respondents: 289		

Question 10: How many days per week do you usually ride the bus?

In response to the question regarding how many days per week participants use Metro Bus, approximately 74 percent indicated they use the service five to seven days per week. The remainder of responses dropped off per day of the week; 14 percent responded that they use the service four days per week, followed by 7 percent at three days a week. Responses are also displayed below.

Figure 4-55 – How many days per week do you usually ride the bus?

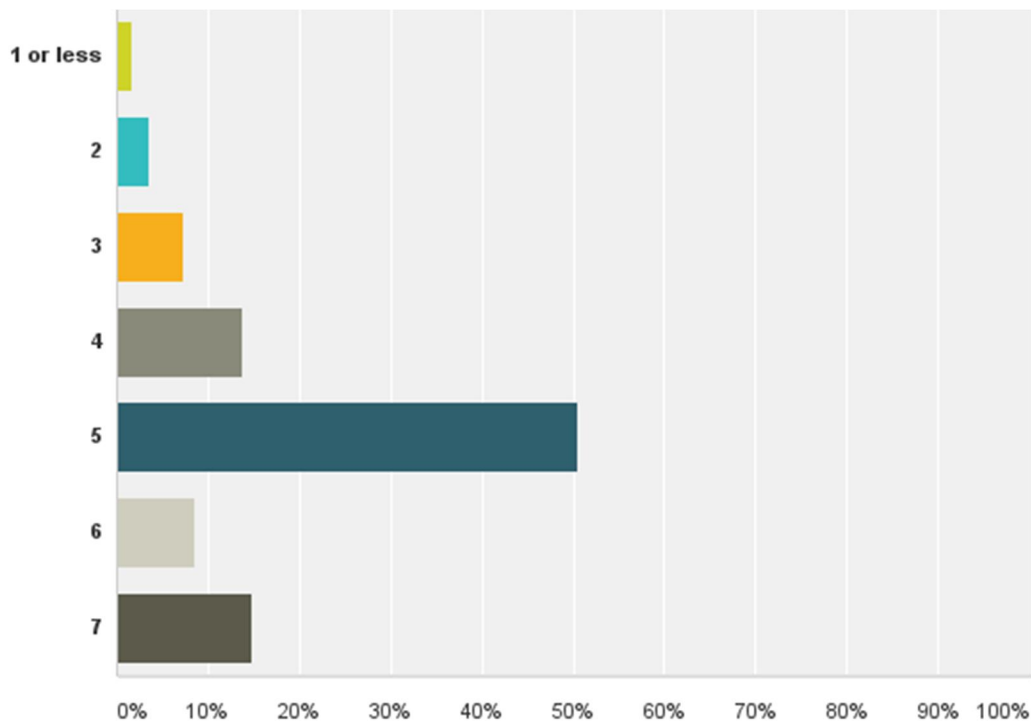


Table 4-55 – Question 10 Response Overview

Answer Choices	Responses
1 or less	1.58% 5
2	3.47% 11
3	7.26% 23
4	13.88% 44
5	50.47% 160
6	8.52% 27
7	14.83% 47
Total	317

Question 11: Do you regularly use Non-Campus Clipper Routes on the Metro Bus system?

Question 11, whose responses are displayed below, addresses the share of riders who also use non-Campus Clipper Metro Bus routes. Forty-seven (47) percent of riders indicated that they use non-Campus Clipper routes and 53 percent do not.

Figure 4-56 – Do you regularly use Non-Campus Clipper Routes on the Metro Bus system?

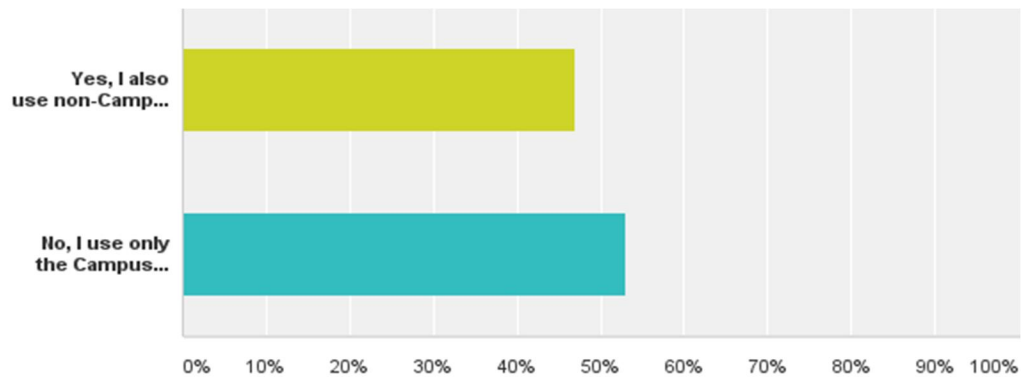


Table 4-56 – Question 11 Response Overview

Answer Choices	Responses
Yes, I also use non-Campus Clipper Metro Bus routes	47.04% 143
No, I use only the Campus Clipper routes	52.96% 161
Total	304

Question 12: How many days per week do you usually use the non-Campus Clipper Routes?

To add onto question 11, the next question asked how many days per week the riders usually use non-Campus Clipper routes. Most riders use the other Metro Bus routes two or few days per week (63 percent), followed by three days per week (15 percent). The distribution of non-Campus Clipper Metro Bus route use is shown below.

Question 13: When you travel outside the campus area on non-Campus Clipper Metro Buses, what are the most common purposes of your trips?

The survey continued to ask about non-Campus Clipper routes with Question 13, which asked the common purposes of these trips; participants were asked to select all that applied. Shopping trips garnered the largest response (56 percent), followed by home-to-campus trips (53 percent), recreation (27 percent), on- and off-campus jobs (26 percent), and medical appointments (10 percent). Participants could also provide another response; these ten responses included visiting friends and family, traveling to SCTC, and connecting to the Northstar Link Commuter Bus service. The distribution of responses to question 13 is displayed below.

Figure 4-57 – How many days per week do you usually use the non-Campus Clipper Routes?

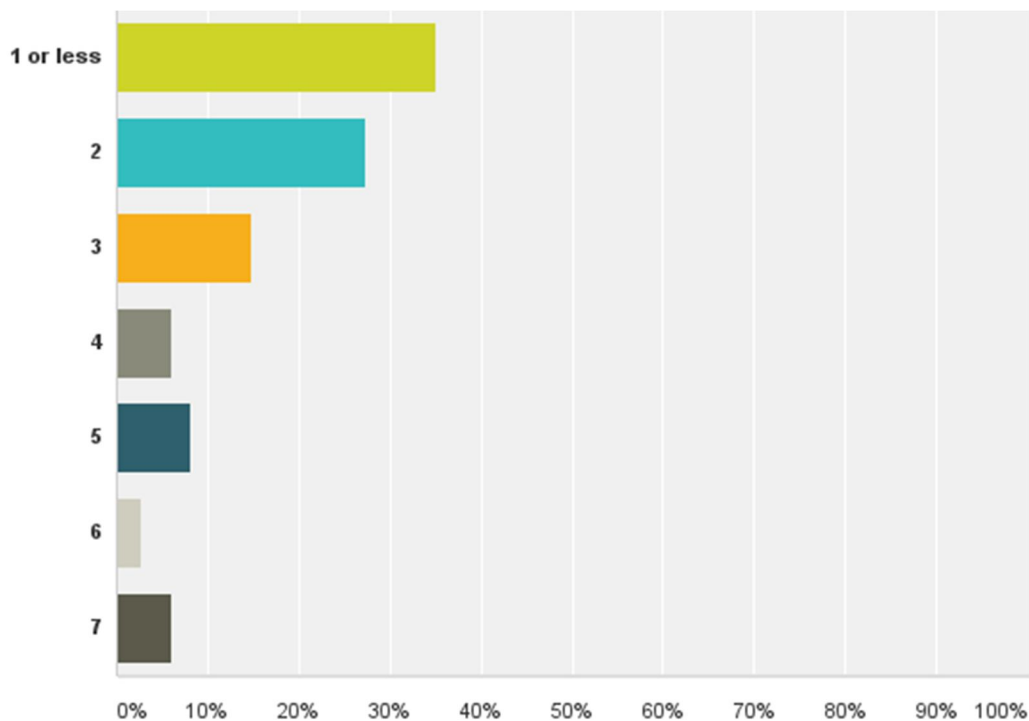


Table 4-57 – Question 12 Response Overview

Answer Choices	Responses
1 or less	34.97% 64
2	27.32% 50
3	14.75% 27
4	6.01% 11
5	8.20% 15
6	2.73% 5
7	6.01% 11
Total	183

Figure 4-58 – When you travel outside the campus area on non-Campus Clipper Metro Buses, what are the most common purposes of your trips?

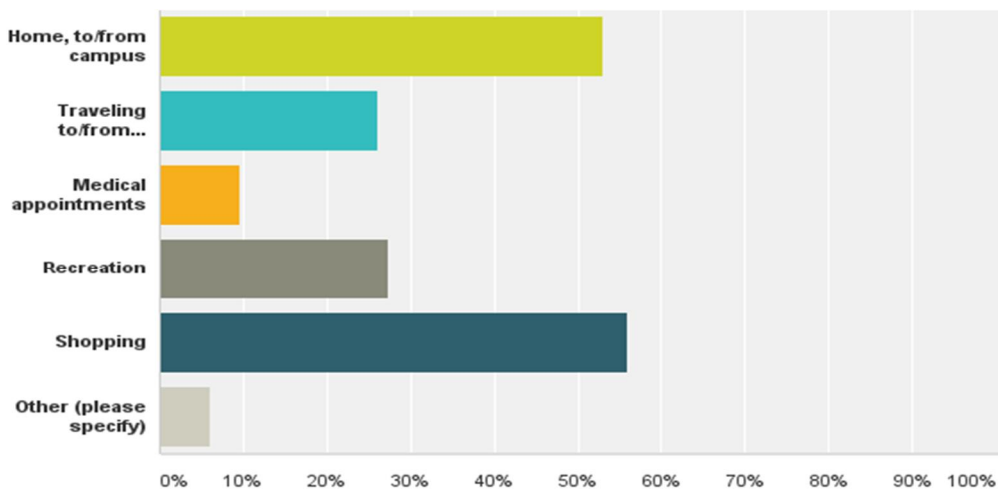


Table 4-58 – Question 13 Response Overview

Answer Choices	Responses
Home, to/from campus	52.98% 89
Traveling to/from off-campus job	26.19% 44
Medical appointments	9.52% 16
Recreation	27.38% 46
Shopping	55.95% 94
Other (please specify)	5.95% 10
Total Respondents: 168	

Question 14: When you travel outside the campus area on non-Campus Clipper routes, what Metro Bus routes do you most frequently use?

The next question focused on the Metro Bus routes commonly used outside of the Campus Clipper service. Participants were directed to select all routes that applied, and most participants indicated using Route 11 (45 percent), Route 9 (35 percent), Route 1 (35 percent), and Routes 6/7 (27 percent). All response is displayed below.

Figure 4-59 – When you travel outside the campus area on non-Campus Clipper routes, what Metro Bus routes do you most frequently use? (Check all that apply).

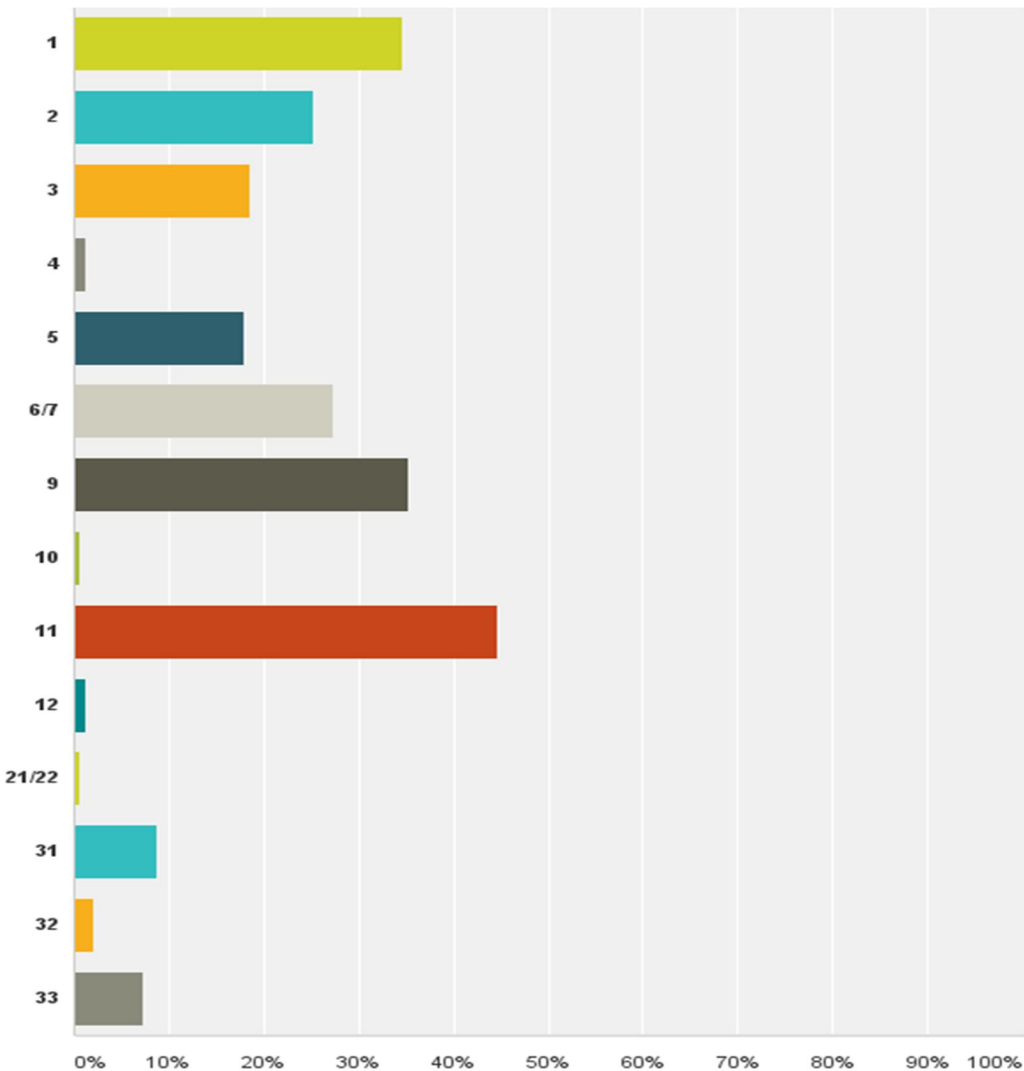


Table 4-59 – Question 14 Response Overview

Answer Choices	Responses
1	34.67% 52
2	25.33% 38
3	18.67% 28
4	1.33% 2
5	18.00% 27
6/7	27.33% 41
9	35.33% 53
10	0.67% 1
11	44.67% 67
12	1.33% 2
21/22	0.67% 1
31	8.67% 13
32	2.00% 3
33	7.33% 11
Total Respondents: 150	

4.4.5 Late Nite Bus Service

The next series of questions focused on the Campus Clipper Late Nite bus service, which runs until 2:30 a.m. Thursday through Sunday nights, and is provided for students by Metro Bus.

Question 15: Before this survey, were you aware of the Late Nite bus service?

Question 15 asked participants if they were aware of the Late Nite service, prior to the survey. Results are displayed below; approximately 34 percent of participants were not previously aware of the service.

Figure 4-60 – Before this survey, were you aware of the Late Nite bus service?

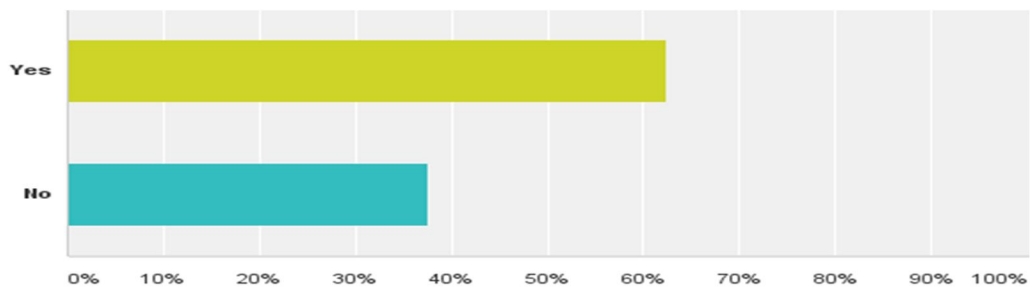


Table 4-60 – Question 15 Response Overview

Answer Choices	Responses	
Yes	62.50%	155
No	37.50%	93
Total		248

Question 16: Have you ever used the Late Nite service?

As a follow up to question 15, the next question asked if participants had used the Late Nite service. Forty-one percent of participants indicated that they had used the service, as displayed below.

Figure 4-61 – Have you ever used the Late Nite service?

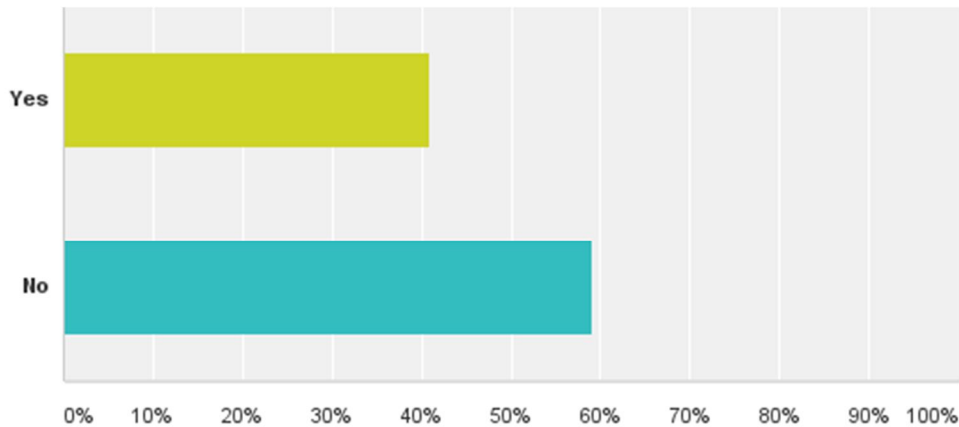


Table 4-61 – Question 16 Response Overview

Answer Choices	Responses	
Yes	40.88%	121
No	59.12%	175
Total		296

Question 17: If you have used the Late Nite service, for what purpose did you use it?

Question 17 asked previous users of the Late Nite service their primary purpose in using the service. Over half of participants (56 percent) indicated they have used the service to travel to and from the library, followed by entertainment in downtown Saint Cloud (33 percent), work (5 percent), and other purposes. Those who selected the other category shared that they use the service primarily to return from late classes and campus events. Responses are also displayed below.

Figure 4-62 – If you have used the Late Nite service, for what purpose did you use it?

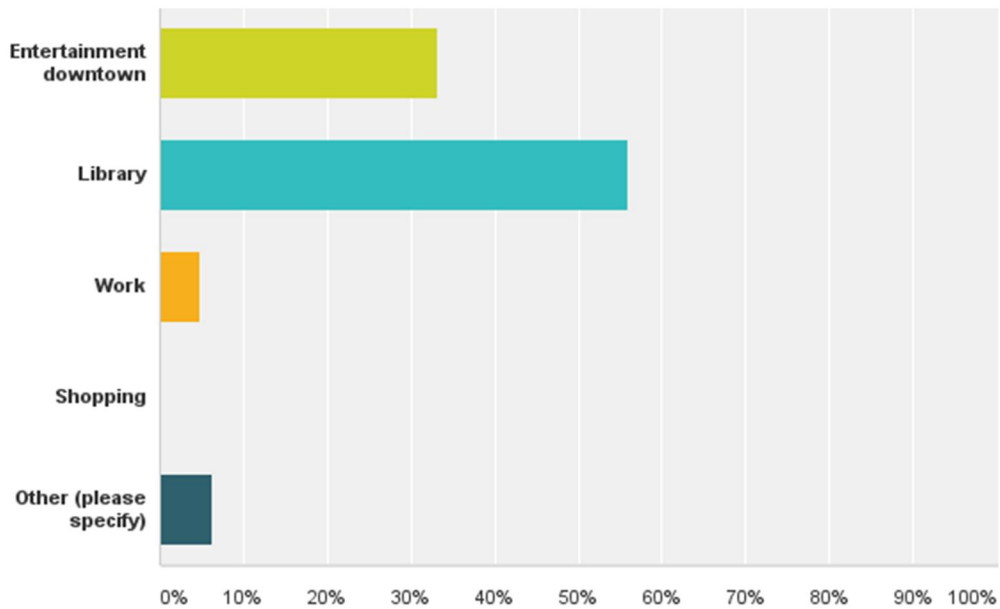


Table 4-62 – Question 17 Response Overview

Answer Choices	Responses
Entertainment downtown	33.10% 48
Library	55.86% 81
Work	4.83% 7
Shopping	0.00% 0
Other (please specify)	6.21% 9
Total	145

4.4.6 Metro Bus Service Performance

Question 18: Rate each aspect of Metro Bus service listed below (1 is worst, 7 is best):

Question 18 asked participants to rate eight aspects of Metro Bus service, with a rating of one being the worst and seven the best. The average ratings for each category, from highest (best) to lowest (worst), are listed below and displayed below. Safety received the highest rating of 6.45, and the time that Clipper service ends at night received the lowest score with an average rating of 4.61.

- Safety: 6.45
- Ease of understanding printed schedules: 6.19
- Driver courtesy: 6.18
- Directness of route: 6.16
- Reliability of service: 6.11
- Total travel time: 6.04
- Connections at transfer points: 5.82
- Time that Clipper service ends at night: 4.61

Figure 4-63 – Average Rating of Each Aspect of Metro Bus Service (1 is worst, 7 is best):

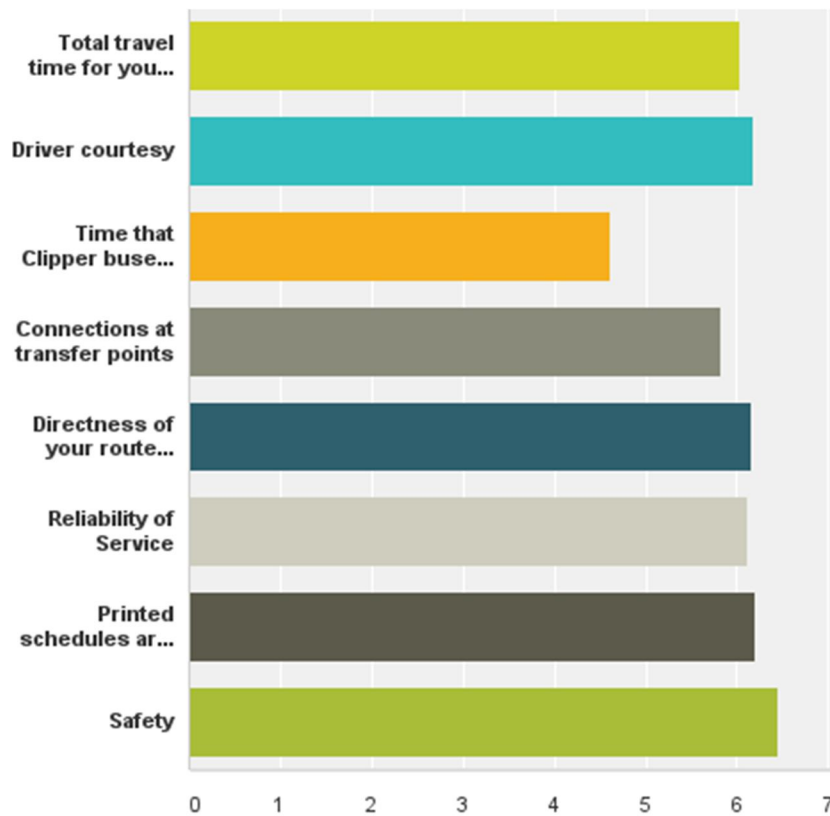


Table 4-63 – Question 18 Response Overview

	1	2	3	4	5	6	7	Total	Weighted Average
Total travel time for your trip	1.66% 5	1.66% 5	4.30% 13	2.98% 9	12.91% 39	25.83% 78	50.66% 153	302	6.04
Driver courtesy	0.99% 3	1.32% 4	0.99% 3	5.30% 16	12.25% 37	24.83% 75	54.30% 164	302	6.18
Time that Clipper buses stop running at night	12.71% 38	8.03% 24	10.03% 30	13.04% 39	13.71% 41	16.39% 49	26.09% 78	299	4.61
Connections at transfer points	1.04% 3	1.04% 3	5.56% 16	10.07% 29	15.97% 46	21.88% 63	44.44% 128	288	5.82
Directness of your route (travel time)	1.34% 4	0.67% 2	2.01% 6	6.02% 18	11.04% 33	24.75% 74	54.18% 162	299	6.16
Reliability of Service	0.66% 2	1.66% 5	1.99% 6	4.65% 14	14.62% 44	25.25% 76	51.16% 154	301	6.11
Printed schedules are easy to understand	1.36% 4	1.69% 5	2.37% 7	4.41% 13	9.49% 28	22.71% 67	57.97% 171	295	6.19
Safety	0.66% 2	0.00% 0	1.66% 5	2.32% 7	7.62% 23	22.52% 68	65.23% 197	302	6.45

4.4.7 General Comments

As previously noted, the final question of the survey provided respondents another opportunity to comment, with an open-ended response regarding Metro Bus service. Over 70 comments were received in the categories below, representing approximately 22 percent of overall survey respondents. A full list of these comments is included in Appendix C in Technical Memorandum 2.

Pleased with Metro Bus Service (44 Percent of Comments) – Overall, most comments were positive and thankful for high-quality, reliable Metro Bus service.

Expand Evening/Late Night/Weekend Service (30 Percent of Comments) – A large share of comments focused on a need for expanding early evening and late night Campus Clipper service and expanding the duration and frequency of service on weekends.

Need Additional Frequency (8 Percent of Comments) – These comments included multiple requests for 15-minute frequencies, as well as increased frequencies during late evenings.

Problems with Driver Courtesy (8 Percent of Comments) – Seven percent of comments included concern for driver courtesy on Metro Bus and Campus Clipper Metro Bus routes.

Improve On-Time Performance (4 Percent of Comments) – A small share of participants indicated a need for increased on-time performance.

Other/Uncategorized (6 Percent of Comments) – A small segment of comments were unrelated to the Metro Bus service question, and were not categorized with the responses.

4.5 Community Open Houses – November 2015

In November 2015 the project team conducted a series of open house meetings to present the draft recommendations of the Long-Range Transit Plan and solicit feedback on the recommendations from stakeholders that participated in previous outreach efforts, transit users, and members of the general community. Notices of the meetings were published by Metro Bus on the home page of their website, using on-vehicle announcements, posting flyers, email distributions, and direct mailings to registered dial-a-ride customers. Additionally, on the day of each open house a Saint Cloud Metro Bus trolley bus was parked outside of the meeting site to publicize the open house (see Figure 4-64).

Figure 4-64 – Saint Cloud Metro Bus Vehicle at SCSU Open House



At each meeting members of the consultant team, Saint Cloud APO staff, and Metro Bus staff were available to answer questions and record feedback. Input from the open house meetings

complemented feedback from Metro Bus management and operations staff on the initial recommendations, and were used to finalize the service plan.

4.5.1 Meeting Locations and Format

A total of seven open house meetings were held throughout the Saint Cloud region. Each open house was held with no formal presentation, and participants could come and go at any time during the session. Participants were given the opportunity to sign in and offer they contact information for further outreach and to be added to Metro Bus mailing lists. While every effort was made to request people to sign in, meetings in higher traffic areas may not have captured all attendees on the sign in sheets. Most meetings were open for three hours, with the exception of the Saint Cloud 101 event which was open for four hours. The most well attended sessions were those held at the Saint Cloud State University Atwood Center and the Downtown Transit Center. A summary of each meeting date, time, and location is presented in Table 4-64.

Table 4-64 – November Community Meetings

City	Location	Date	Time
Saint Cloud (SCSU)	Saint Cloud State University Atwood Center 720 4 th Avenue S Saint Cloud, MN 56301	11/16/2015	10:00a.m. – 1:00p.m.
Saint Cloud (Downtown)	Downtown Transit Center 510 1st St S Saint Cloud, MN 56301	11/17/2015	10:00a.m. – 1:00p.m.
Saint Joseph	City Hall 25 College Ave N Saint Joseph, MN 56374	11/18/2015	2:00p.m. – 4:30p.m.
Sauk Rapids	Independent Lifestyles 215 N Benton Dr Sauk Rapids, MN 56379	11/19/2015	10:00a.m. – 1:00p.m.
Sartell	City Hall 125 Pine Cone Rd N Sartell, MN 56377	11/19/2015	4:00p.m. – 7:00p.m.
Waite Park	Senior Center 19 13th Ave N Waite Park, MN 56387	11/20/2015	10:00a.m. – 1:00p.m.
Saint Cloud (Saint Cloud 101 Event)	Whitney Senior Center 1527 Northway Dr Saint Cloud, MN 56303	11/21/2015	10:00a.m. – 2:00p.m.

At each meeting a summary of stakeholder outreach activities and route planning recommendations were presented on display boards. Each display board is attached in Appendix E in Technical Memorandum 2.

Comments were collected in a variety of ways at each meeting:

- Participants could engage with the consultant team and agency staff who would then take notes on any specific comments and feedback.
- Post-it notes were available if participants wished to make a comment on a display board, or if they had a specific note that needed to be mapped.
- For lengthier comments, participants could complete written comment cards which are documented in this memo.

Figure 4-65 – Example of Post-It Note Comment on Display Board

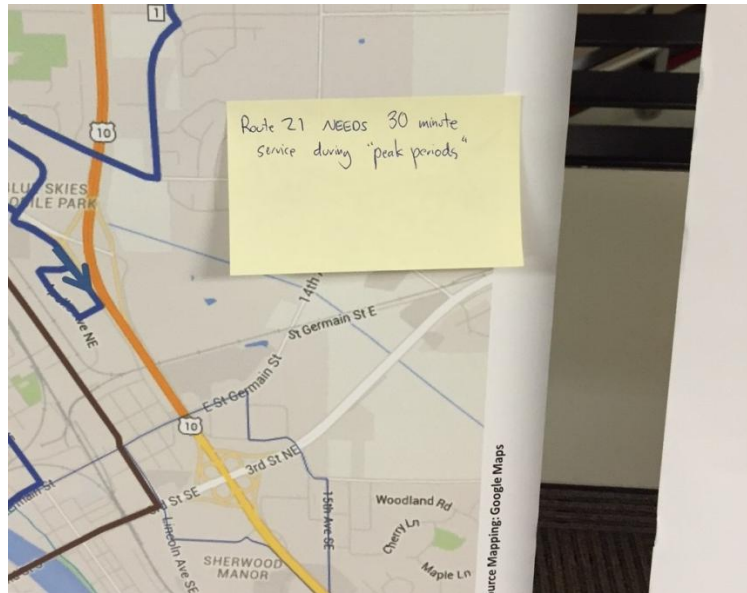


Figure 4-66 – Downtown Transit Center Open House



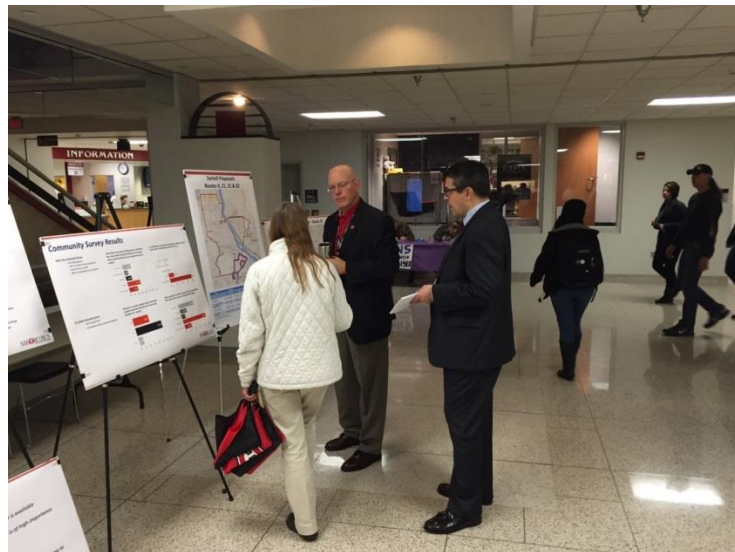
4.5.2 Summary of Feedback

The majority of the interactions at the community open houses involved positive feedback from the community. As there was a direct mailing to dial-a-ride customers, they made up a significant portion of attendees and these meetings provided an opportunity to discuss program changes and the relationship between fixed-route service and dial-a-ride. Additionally, some of the community input received at these meetings affected some immediate modifications to the recommendations, particularly to service plans for Sartell and Sauk Rapids. The comments received during discussions at the open houses are summarized and paraphrased by general category in this section. Materials presented at the open houses are included in Appendix E of Technical Memorandum 2.

4.5.2.1 Clipper/SCSU Service Comments

- The changes to the Clipper NE service would now require a transfer downtown for current trips, which is a negative impact. However, the availability of year-round service is very positive.
- ½ hour service should not start until at least 6:30p.m.
- Should have SCSU retiree ID card that gets people passage on transit
- Positive feedback on Route 75
- Service to SCSU from Sauk Rapids will work well

Figure 4-67 – Customer Interaction at SCSU Atwood Center



4.5.2.2 Comments on Service Recommendations

Community Recommendations

- Comments from a Route 4 user:
 - Need crosswalks at 12th Street North and 36th Avenue North

- New service is good, but concerned about traffic speeds along 12th Street
- Route 5 proposal should run every 30 minutes during the weekday peak periods
- Long-term, regarding Sartell/Route 32 proposal, more access is needed west of Pine Cone
- Cedar Square Apartments:
 - Need service on Route 6 all day
 - Need service on Saturdays and Sundays until at least 10:30p.m.
 - Run route 7 on weekends too
- Not certain about the idea of Route 1 and Route 2 being split, will require education and buy-in
- Sauk Rapids routes should transfer at Coborn's not at Downtown Transit Center
- Some "older folks" still like the route names and will be resistant to change
- Why doesn't Route 32 serve the CR 1 direction on its return trip?
- Need earlier service on Route 2 and Route 5 on weekends
- Comments from Route 21 user:
 - Route 21 needs 30 minute peak period service
 - Route 21/22 should leave Downtown Transit Center staggered
 - Coborn's in Sauk Rapids needs to have a park-and-ride arrangement
- Need to get to church on Sundays – 9:00 or earlier
- Service should run frequently all day (15 min)
- Extend dial-a-ride service to midnight
- Service should run to midnight on Route 1, Route 2, Route 11, and Route 33
- Should also map dial-a-ride boundaries in final product
- Expand Saint Joseph service to nights and weekends to support users who would like to travel safely to and from Saint Cloud for entertainment purposes
- Consider extending service to the Park and Pool lot in Saint Joseph
- Consider extending service to townships outside of Saint Joseph

Positive Feedback

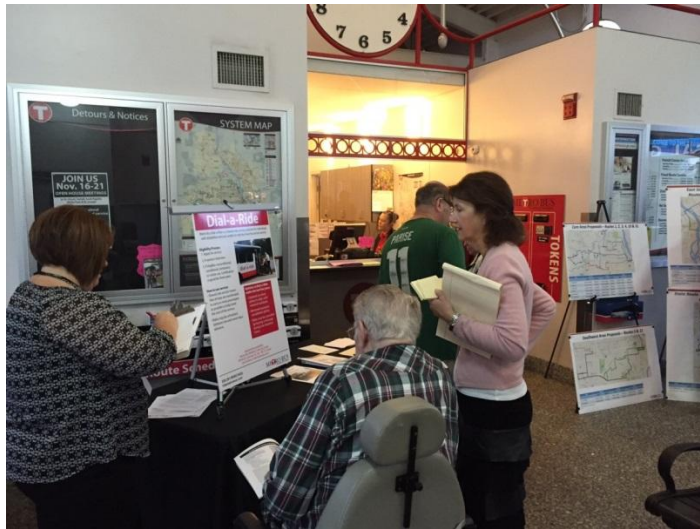
- Route 11 user likes the updated in the plan, and appreciates the 93 Sundowner service
- The new Route 12 is a benefit as now no transfer is required; would like better bike paths
- Route 31 user will switch to Route 4
- Positive feedback on Sauk Rapids proposal
- Positive feedback on Route 12 proposal
- Positive feedback on Saint Joseph proposal
- Positive feedback on Route 93 proposal
- Positive feedback on Route 4 proposal
- Saint Joseph resident would benefit from proposed Route 41 service
- Likes the idea of "two-way" service in Sauk Rapids, make sure we don't miss any major stops
- Sauk Rapids weekend proposals are good, likes bi-directional service.

- Route 6/7 proposal maintains service to grocery stores
- “Loves” West Metro proposal as the transfer to Sartell at Crossroads Mall is a great improvement
- Route proposals increase the availability of “one seat” rides, major improvement
- Positive feedback on Route 4 and Route 31 proposals for Sartell
- Positive feedback on Sauk Rapids/Route 21 proposal
- Route 12 proposal now offers a one-seat ride
- Positive feedback on 15 minute frequency
- Like the western hub at Crossroads Mall
- Positive feedback on Route 1 proposal
- Positive feedback on Route 31 and Route 41 proposal
- Positive feedback on Route 1 and Route 2 proposal
- Positive feedback on Route 8 proposal
- Will only need to use Route 1 now to get to and from school (now one seat ride)
- Positive feedback on Route 33 proposal
- Positive feedback on Route 8 proposal
- Positive feedback on Route 12 proposal
- Would regularly use service to Saint Joseph
- Waite Park resident (dial-a-ride user): Saint Joseph service would be valuable as that is a medical and shopping destination for people on the west side of the metro area
- Service is critical for freedom and mobility of aging populations in Saint Joseph
- Success of Sartell service has provided a positive example for Saint Joseph and should be capitalized in future efforts to garner local support for service in Saint Joseph

General Service Comments

- Shelter needed at the corner of 7th Street S. and 2nd Avenue N.
- Regular user of Northstar Link, please do not discontinue this service
- Entire Metro Bus system should run until midnight on weekdays
- Is there any possibility of light rail in Saint Cloud?
- Sauk Rapids bus runs late all the time
- Need better communication of detours, should always be posted on website
- Route names are confusing
- Crossroads Mall is an important destination
- Dial-a-ride service is a lifeline, link to Riverview Park
- Bus drivers are courteous and helpful
- Dial-a-ride can be crowded when it is time to visit Social Security office
- Dial-a-ride application process is “nerve wracking”

Figure 4-68 – Customer Interaction at Downtown Transit Center Open House



4.6 Display Board Comments

Open house participants also used post-it notes to make comments on specific route recommendations and affix them to the display boards. This is a summary of the comments received in this manner.

- Will the buses make transfers downtown when the routes are so far out? I ride Route #4 now.
- Route 21 needs 30 minute frequency during peak periods
- Route 5 should run every half hour during weekday peak periods
- Great idea to connect Sauk Rapids directly to Crossroads! I really appreciate your service.

Figure 4-69 – Customer Interaction at Waite Park Open House



4.7 Written Comments

Open house participants had the opportunity to provide more extensive written comments if desired. The following is a record of these comments.

4.7.1 Downtown Transfer Center

#1 - I ride the Dial-Ride-Bus Service. I love the Dial-Ride Bus Service. The drivers are so good at their jobs and I have never had a bad driver. I love the bus rides. They are excellent drivers and I like the independence that I get from riding the bus service. Thank you very much for coming and being my service to come and take me places. Thank you very much, Julie Lauer.

#2 - A shelter is needed at Arby's/Save-A-Lot. Update schedules in shelters.

4.7.2 SCSU Atwood Center comments

#1 - I am very upset that we have to pay twice to go to Sartell – the 31 and 32 are two separate routes, but 32 should be just a continuation of 31. There should not be an additional fee to continue to the doctors' offices. From my place at Grace McDowall, I have to use three punches to go to and from my appointment. When on a fixed income, this can get expensive, even though I can use the reduced fare card for two punches. This has been a sore spot with me ever since you changed these two routes.

Also, I would like to see the Sartell route changed a bit. The bus stop for Saint Cloud Ortho is too far from the clinic – can you imagine having to walk from the bus stop to Saint Cloud Orth when the lower half of your body is in pain from broken bones, arthritis, etc. That is a long walk, especially in the winter! I feel it would be better if the bus turned right on Medical Arts Ave., then left on 19th Ave. S, and then left on Connecticut and stop right in front of Saint Cloud Ortho.

4.7.3 Waite Park

#1 - Please provide plenty of opportunities for feedback on online (or paper) surveys in the coming years as these changes are being made. Please provide notices on the bus to give opportunities for surveys. Maybe even have something on your website for comments, and advertise that it's available. Thanks.

#2 - One day I wanted to catch the #3 bus, but was not exactly in front of the #3 bus shelter at the crossroads. I was more on the side of the #1 and #2 bus shelter, but when the #3 bus came, he barely stopped and then took off. I waved my arms a lot to indicate I wanted to get on, but he ignored me and didn't stop. There was no other bus in the way. If a person has to be in an exact spot to get on a certain bus at the Crossroads, there should be exact signs to indicate exactly where to get on, and drivers should be more flexible about not being in the exact right spot.

#3 - With transfers, I appreciate that they're free and that it's a two-hour time span, but sometimes the bus is five or even two or three minutes late. The time on the transfer should be honored if it fits with when the bus was supposed to be there. One day I had a transfer that was supposed to be good until 9:26. The bus was supposed to be there between 9:20 and 9:24, so the transfer should have been good. The bus came at exactly 9:26, but he said his fare box said 9:27 (it beeped like it was expired), but his clock on his monitor said 9:26, so he honored it. But the bus was actually later than it should have been. I think transfers should be honored

according to the schedule time, not when the bus is late for some reason (which I know happens).

4.7.4 Saint Cloud 101 Event

#1 - Bus closer to MNDOT on Highway 15. Improve reliability of routes to make transfers. Buses are late too much. Some drivers radio ahead and ask to hold buses to make transfers – others don't.

#2 - Route serving Division Street with both local and limited stop service. Route 3 should run a second in Waite Park. Shopper shuttle between Sartell Walmart and Sauk Rapids Coborn's. Better connections between east and west side late at night.

Figure 4-70 – Customer Interaction at Saint Cloud 101 Event



5 Market Analysis of Future Service Areas

As part of the current Long Range Transit Plan Update, we previously presented – as part of a prior section of this report – a socio-demographic analysis of the Saint Cloud metropolitan area. The purpose of this section is to present this data as a *Market Analysis Summary Report* and thus explicitly indicate which potential new service areas will or will not be served by proposed modifications to the Metro Bus fixed route bus system, as some areas would not likely be able to support effective and efficient fixed route service.

Transit Success Score

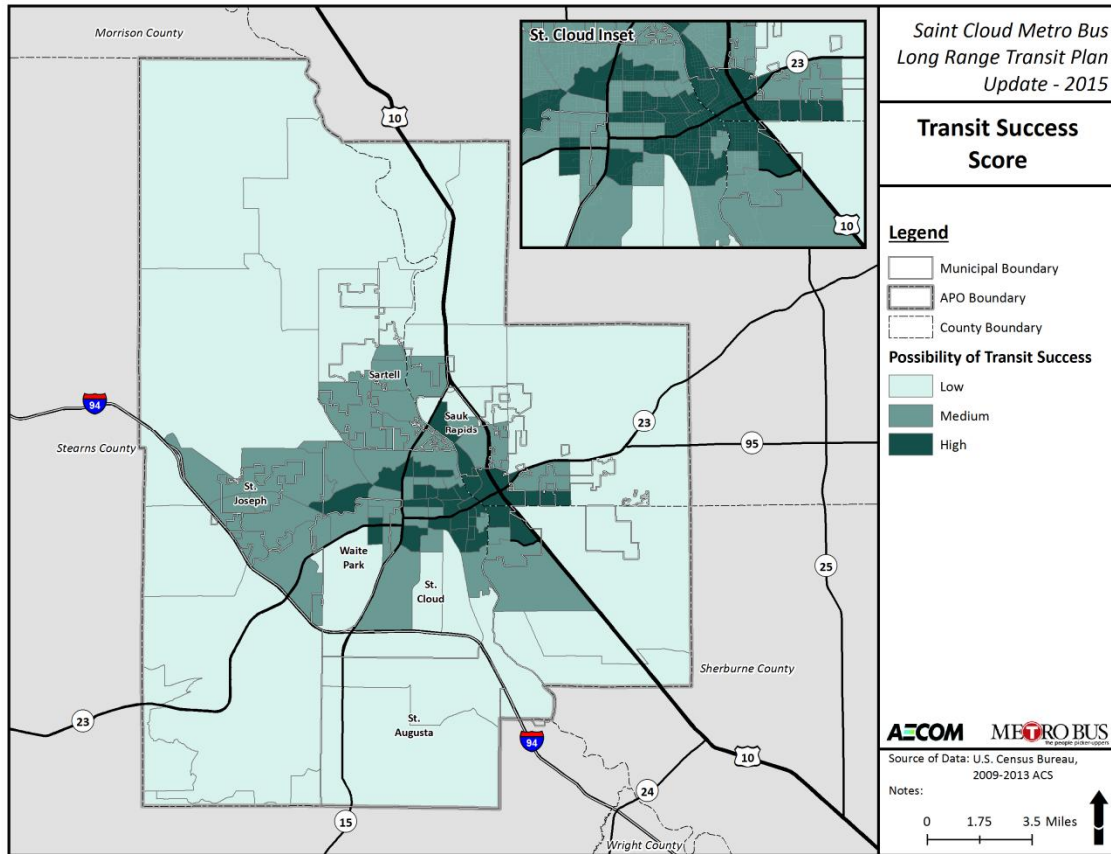
As part of the socioeconomic analysis, a “Transit Success Score” was developed and presented in Section 2.9. A series of variables was utilized in developing the Transit Success Score; both demographic and socioeconomic information was collected from the U.S. Census Bureau for the region and subsequently divided into smaller geographic units such as tracts and block groups. Block groups were used for this analysis. Transit-oriented variables used for the analysis include:

- Overall Population Density
- Density of the Population under the age of 18
- Density of the Population over the age of 65
- Density of Persons with Disabilities
- Median Household Income
- Per Capita Income
- Percentage of the Population Living Below the Poverty Level
- Percentage of Zero-Car Households

Each of these variables has a strong correlation with transit success. Transit is most often successful in areas of high population density and in areas with high youth and senior populations. Transit is also traditionally successful in areas with low household and per capita income, high percentages of people living below the poverty level, and high percentages of households without vehicles available.

Figure 5-1 maps the probability of transit success for the City of Saint Cloud. In the APO region, the highest probabilities of transit success exist in the immediate metropolitan area surrounding Saint Cloud. The best probability of finding resident riders exists in eastern downtown Saint Cloud. Since 2009, additional areas of possibly-high transit success include the southern part of Sauk Rapids along South Benton Drive (County Highway 33) and west Saint Cloud toward Saint Joseph along County Highway 75. Other pockets of high potential exist throughout Saint Cloud. The probability of moderate success extends from Saint Cloud outward to Sartell, Sauk Rapids, Saint Joseph, and Waite Park. These resident transit indicators were also compared to major employers and major trip destinations as part of the socioeconomic analysis.

Figure 5-1 – Transit Success Score



Fixed Route Metro Bus Service Areas

As part of the Transit Development Plan, several areas were identified – via a variety of outreach efforts – as potentially being new service areas for Saint Cloud Metro Bus fixed route service.

After analysis of both the Transit Success Score presented above, as well as the locations of several major trip destinations and employers (all presented in Section 2), it was determined that the following potential new service areas would be examined for potential new Metro Bus fixed route service:

- Saint Joseph
- Lincoln Avenue NE area

Conversely, it was determined that the following potential new service areas would likely not warrant new Metro Bus fixed route service within the planning horizon of this Long Range Transit Plan Update:

- Saint Cloud Airport
- Opportunity Drive area
- Saint Augusta
- 33rd Street South corridor

- Industrial development areas located well east of the city along State Route 23

Conclusion

The intent of this section is to explicitly indicate which potential new service areas the study team will pursue in terms of possible new fixed route Metro Bus service. The other service areas mentioned above are not being pursued in terms of fixed route Metro Bus service, but may be served by some other service type.

6 Fixed Route Service Concepts

In this section of the report, the various route alignment and other service modifications developed for each of the Metro Bus routes as part of the Long Range Transit Plan Update are presented. In addition, the methodology utilized to develop these proposals is described, as well as the planning assumptions.

6.1 Update of Service Guidelines

During the preparation of the previous transit development plan – known as *Moving Forward* – a set of service guidelines were developed to help inform the planning process. It was determined by the study team during the planning process for the Long Range Transit Plan Update that the various guidelines (and other planning precepts) developed as part of the *Moving Forward* planning process were to continue to be utilized as part of this updated planning effort.

Therefore, the service guidelines presented in this section serve primarily to reaffirm the guidelines and planning precepts that were developed as part of the *Moving Forward* planning process, and that were also utilized as part of this study's planning process.

In order to evaluate the adequacy of the existing Saint Cloud Metro Bus fixed route bus service and to guide any route restructuring and new service proposals, it was necessary to establish a set of transit performance criteria. Initially, some of these criteria were used as appropriate guidelines in examining and assessing the current service. In a subsequent phase of the Long Range Transit Plan Update, certain guidelines helped inform the formulation of route improvement proposals to bridge the gap between actual and desired performance. The service guidelines discussed here also provide the framework for subsequent service monitoring which will be an on-going effort for Saint Cloud Metro Bus.

The development of service guidelines is based on several key factors including:

- Previously established service guidelines from the development of the *Moving Forward* plan (i.e., the last comprehensive review)
- Suitability to the characteristics of the service territory and requirements
- Consideration of the cost implications of each guideline
- Ease of use in that the parameters defined in each guideline permit a straightforward evaluation of actual system performance and set forth clear guidelines for evaluating service in the future
- Prevailing practice in the transit industry

Several points should be made with respect to the development and subsequent application of the service guidelines. First, as previously mentioned, a set of service guidelines were developed as part of the previous analysis of the bus system known as *Moving Forward*. Since much of the analysis that led to the development of guidelines is still relevant, if not – in fact – more so, they have been continued in this document. The route categories exhibit different characteristics and should be viewed separately in some cases.

Second, reasonable judgment must be utilized in applying the service guidelines to assess current Saint Cloud Metro Bus service. While the guidelines are quantitative for the most part, other factors may be considered in making a service change decision (e.g., social need). Third, issues related to public policy in terms of funding cannot always be addressed fully by numerical guidelines. Also, the service guidelines may conflict with one another since some yardsticks relate to the benefits derived from transit service while others relate to the costs. Nonetheless, the guidelines permit the tradeoffs to be delineated and an informed decision made to resolve differences. Accordingly, the criteria presented in this chapter should be viewed as guidelines and considerations in service planning, rather than absolutes.

Another point related to service assessment is that the comparison of actual performance with the guidelines should not be made on a "pass-fail" basis. Instead, results should be viewed in terms of the proportion of the guideline that is met or the level of attainment. Further, the guidelines have been set at reasonable values to reflect current and prospective operating conditions.

The current set of service guidelines appropriate for Saint Cloud Metro Bus have been organized into five major aspects of service: service availability, service design, service quality, fare policy and financial efficiency/productivity. A listing of the more than dozen separate standards within the broad categories and the level in which is applied is summarized in Table 6-1.

Table 6-1 – Service Guidelines

Guideline	Systemwide	Route
Service Availability		
Service Coverage	*	
Bus Stop Spacing		*
Service Frequency		*
Service Span		*
Service Design		
Directness	*	*
Complexity		*
Service Quality		
Dependability	*	*
Revenue Equipment	*	
Loading		*
Speed		*
Bus Stop Signs	*	
Passenger Waiting Shelters	*	
Public Information	*	
Fare Policy		
Fare Structure	*	
Financial Efficiency/Productivity		
Farebox Recovery	*	*
Productivity	*	*

The remainder of this report presents the suggested service guidelines, which have been directly developed from the previous set developed for the *Moving Forward* study.

Service Guidelines

The proposed set of service and performance guidelines appropriate for Saint Cloud Metro Bus services are divided into five primary categories – service availability, service design, service quality, fare policy and financial efficiency/productivity that can be applied to individual routes and in some cases by route type (i.e., regular and SCSU) as well as the entire fixed route system. A description of each of the individual guidelines within the five broad categories is presented in the following sections.

It should be noted that the guidelines presented in this section indicate guidelines for the SCSU services; however, the service plan presented subsequently will no longer differentiate “regular” Metro Bus services from SCSU “Clipper” services. Nonetheless, the guidelines presented here can be utilized for the Clippers until they are completely integrated as regular Metro Bus routes.

Service Availability

This category deals with all aspects of the placement of the fixed route services on the street and the accessibility of the service. This broad category includes four different guidelines: service coverage; bus stop spacing; service frequency; and span of service.

Service Coverage – A transit operator inevitably receives many requests for service from citizens who are not within walking distance of any bus route, or who desire that buses operating in their neighborhoods serve different destinations. Since transit resources are limited, it is unlikely that everyone will be accommodated to a satisfactory degree. Therefore, it is necessary to determine how to allocate the available resources to provide the best possible service.

In developing availability measures to gauge Saint Cloud Metro Bus fixed route bus service, this guideline has been divided into two separate components that reflect travel concentrations, trip purpose and the need for bus service. Coverage guidelines are developed for the residential trip end that produces travel and the non-home end that attracts travel. A description of each of these two is presented below:

Production End – Determination of which residential neighborhoods should be candidates for service is a function of reasonable walking distance. Numerous studies have indicated that the maximum distance an average person can reside from a bus route and still be considered to "have service" is approximately one-quarter mile, which is roughly equivalent to a five minute walk. However, this rule of thumb must be applied in conjunction with data regarding auto ownership and population density of an area in order to determine optimum spacing of bus routes. Table 6-2 indicates the route coverage guidelines suggested for Saint Cloud Metro Bus based on auto ownership and population density. The former criterion reflects the need for public transportation service while the latter measures the concentration of development necessary to support reasonable utilization levels. The suggested guideline would mandate a 1,300 foot (one-quarter mile) walking distance between home and closest route in high density and low auto ownership areas. In contrast, for those areas where residential density is relatively low and auto ownership relatively high, routes can be spaced as much as one mile apart and still meet the guideline. In these instances, it may be even appropriate for paratransit rather than fixed route service to be operated.

Table 6-2 – Transit Route Spacing Guide (Distance to Nearest Bus Route)

Percent of Households w/out Autos	Population Density (Persons Per Square Mile)			
	Over 6,400	4,500 to 6,400	2,500 to 4,499	Under 2,500
Over 15.0	1,300 Feet (1/4 Mile)	1,300 Feet (1/4 Mile)	2,000 Feet (3/8 Mile)	2,600 Feet (1/2 Mile)
10.0 to 15.0	1,300 Feet (1/4 Mile)	2,000 Feet (3/8 Mile)	2,600 Feet (1/2 Mile)	5,280 Feet or Paratransit
5.0 to 9.9	2,000 Feet (3/8 Mile)	2,600 Feet (1/2 Mile)	5,280 Feet or Paratransit	*
Below 5.0	2,600 Feet (1/2 Mile)	5,280 Feet or Paratransit	*	*

**Paratransit service or other service types should be provided to residential communities on a special situation basis.*

These guidelines apply where the percentage of households without autos and the population density are sufficient to justify such "specified" transit coverage. In areas that do not exhibit characteristics associated with the need or propensity to use transit, the guideline permits paratransit or no service.

The route coverage guide is just that – a guide. It is not an exact measurement. In some areas, the street pattern is not uniform or major generators are further apart than the guide indicates. Saint Cloud Metro Bus service may not and should probably not conform to the guide in all areas. Service should, however, meet the *intent* of the guide – areas with more people and/or fewer cars need more transit service than sparsely populated or "car-rich" areas.

Another consideration for warranting service is concentrations of elderly and disabled persons as well as multifamily housing developments. Low income and elderly as well as disabled housing complexes should be candidates for service.

Attraction End – Activity centers deserve transit service if they are large enough to attract an adequate number of transit trips. To assist in this determination, "threshold levels" have been established for different categories of activity centers. These threshold levels, which are based on past experience and judgment, should serve as guidelines in determining which centers in each category should be given consideration for service. It should also be noted that other factors, such as the proximity of the center to existing bus routes, should be considered before providing new service to a major activity center.

Employers – Employers with 200 or more employees are large enough to warrant consideration for service. This guideline applies to both individual employers and groups of employers in a concentrated area (e.g., industrial or business park).

Health Centers – These usually do not attract a large number of trips. These facilities do, however, often serve those who depend on transit. Therefore, institutions consisting of hospitals, clinics, rehabilitation and mental health centers and nursing homes should be considered candidates for Saint Cloud Metro Bus service.

Educational Facilities – Students often comprise a major segment of the transportation dependent population in a community. For this reason, colleges, universities, vocational schools and secondary schools have been included in the availability guideline. Those institutions with an enrollment of at least 1,000 full-time students warrant major consideration for service. All middle and high schools also warrant consideration.

Shopping Centers – Shopping trips constitute a major reason for transit travel. Shopping centers (including malls and major plazas) with at least 25 stores or more than 100,000 square feet of leased retail space are large enough to warrant consideration for Saint Cloud Metro Bus service.

Social Service/Government Centers – Public agencies, government centers, community facilities and recreation complexes attract some volume of traffic. Since the nature and size of these facilities varies greatly, no numerical threshold will be set. Judgment, as well as trip purposes and characteristics of the users (e.g., elderly and low income citizens) should be considered in deciding whether to serve a facility.

The categories of generators listed above represent the "destination" end of the trip. Combined with the coverage guideline for the other trip end (production), they provide a comprehensive view of service requirements within the Saint Cloud Metro Bus service area. It should be noted that application of the availability guideline provides a major input to subsequent service planning activities.

Bus Stop Spacing – While route alignments are the primary determinants of transit availability, a second influence on the proximity of transit is the bus stop spacing along those routes. Obviously, stops at every intersection provide the shortest walking distance to the bus, but would slow down service unacceptably. Therefore, a bus stop spacing guideline must consider the density of the service area and the characteristics of the land uses served. The bus stop spacing guideline suggested for Saint Cloud Metro Bus is summarized below:

Table 6-3 – Bus Stop Spacing Guide

Area Type	Stop Spacing
Core	Every other block
Outlying	4 to 5 stops per mile

It should be noted that in some instances, the bus stop spacing guideline should be discarded in favor of simply considering the location of patron concentration. This is especially true for stops that serve major activity centers such as regional shopping malls, hospitals or educational campuses.

The exact placement of a bus stop in the area of a signalized intersection is also a matter of concern. Site specific traffic and street conditions should ultimately determine stop locations, and the exact placement of a stop should always be a matter for individual traffic engineering analysis. Overall, a consistent policy should be pursued with respect to location. In many cases, it may be useful to discuss bus stop placement with local municipalities.

Service Frequency – This guideline is one of the commonly applied measures of transit adequacy, particularly from the patron's point of view. Consequently, it is one service characteristic which is typically the source of patron dissatisfaction.

In general, frequencies or "headways" (i.e., the time from one bus to the next at the same location in the same direction of travel) are established to provide enough vehicles past the maximum load point(s) on a route to accommodate the passenger volume and stay within the recommended loading guidelines which are discussed later.

If passenger loads are so light that an excessive time is needed between vehicles to meet loading guidelines, then headways should be set on the basis of policy considerations. For periods in which service is operated, the following minimum headways for the regular fixed-route system are suggested:

Table 6-4 – Minimum Policy Service Frequencies – Regular Routes

Service Day	Headway (Minutes)	
	Peak	Base *
Weekday	30	60
Saturday	-	60
Sunday	-	60

* Base is weekday midday and evening service and all day Saturday and Sunday service.

The suggested minimum policy service headways for the Saint Cloud State University routes are:

Table 6-5 – Minimum Policy Service Frequencies – SCSU Routes

Service Day	Headway (Minutes)	
	Peak	Base *
Weekday	30	60
Saturday	No Service Required	
Sunday	No Service Required	

* Base is weekday midday, evening and night service.

In some cases, the headway of a route may be established as the round trip cycle time (time it takes for the bus to complete one round trip on a route). As with all guidelines, the headway matrices presented above should be considered a guide, not an absolute measure. In some cases, some service may be afforded to outlying areas or residential concentrations at greater headways in order to maintain a relatively satisfactory farebox recovery. Further, headways should be designed, wherever and whenever possible, to conform with regularly recurring clock face intervals. This is especially important for the operation of a pulse scheduled system.

Service Span – This measure is the duration of time each bus route is "made available" or operated during the day. Desires of the transit constituency and financial capability of the operator are key considerations in setting not only weekday service spans, but also which routes are operated on Saturdays and what service, if any, should be provided on Sundays. For weekday routes oriented to commuter travel, service should begin early enough to permit workers and students to make their morning start times and should end late enough to provide for return trips home. Service oriented to non-work travel can start later and may end later if focused on shopping centers that are open late evening hours. As with the headway guideline listed above, the span guideline is also presented separately for the regular fixed-route system and the SCSU routes.

Table 6-6 – Service Span Guide

Service Day	Regular Fixed Routes			SCSU Routes		
	Begin	End	Hours	Begin	End	Hours
Weekday	6:00AM	9:00PM	15	7:00AM	5:00PM	10
Saturday	8:00AM	6:00PM	10	No Service Required		
Sunday	9:00AM	5:00PM	8	No Service Required		

Special services such as commuter, shuttle and industrial park trippers should be provided on an "as needed" basis. Reduced spans are suggested for Saturdays and Sundays. SCSU routes also should have a reduced span, with no or limited service operated on Saturdays and Sundays.

The span, like other guidelines, is a guide. Specific routes can start earlier or later than the suggested span depending on the need for service in a specific area, the generators served and the types of trip purposes. For example, although regular route service is proposed to end by 9:00PM on most routes, it may be desirable to end service earlier on certain routes where evening ridership is limited. It may also be desirable to end service later on certain other routes where ridership is heavy. Since Saint Cloud Metro Bus operates paratransit services to handle late night service -- to midnight -- the effect of span adjustments will be minimal.

Service Design

The above section identified where, when and how often public transportation services should be made available. This section provides guidelines for the structure or design of the public transportation routes used to serve and connect the various destinations listed above.

Directness – This guideline addresses the need for system coordination, coherence and accessibility. Complicated circuitous routes and inordinate trip travel times discourage transit use. It must be recognized, however, that Saint Cloud Metro Bus regular fixed-route and SCSU services cannot provide door-to-door bus service or even a single ride trip for every passenger. Two components are involved in measuring the directness of Saint Cloud Metro Bus routes. First, the ratio of the actual route path distance to the straight air line mileage between route terminals should be no more than 1.70. That is, the distance from one terminal to the other should be no more than 70 percent greater than the straight air line distance between the route's termini. This allows for deviation caused by both road alignment and route circulation, and would apply to all bus lines. Routes with ratios that exceed 1.70 should be subjected to examination for cause, and modified if practical.

As mentioned earlier, service guidelines permit tradeoffs regarding service to be identified. For example, the lack of through roadways or need to cross physical barriers may result in a route directness ratio greater than that proposed by the guideline. In other cases, if a particular route exhibits a directness ratio of 2.00 for example, perhaps the route is attempting to serve too many places. In order to "straighten out" the alignment, deletion of service to certain generators may be necessary. If Saint Cloud Metro Bus wishes to continue serving these locations, development of a new route may be in order. The tradeoff appears when weighing the costs of the new route versus the expected ridership gain from offering a more direct and swift service.

The second component of the directness guideline states that, for a pulse scheduled system like Saint Cloud Metro Bus, no more than 50 percent of the system's patrons should need to transfer between vehicles in order to complete their trips. Also, transfer connections at places other than at the transit center should be scheduled as closely as possible in order to minimize waiting times. Passengers should be required to wait no longer than 15 minutes and preferably five minutes or less. The resulting threshold values for this guideline are listed below.

Table 6-7 – Directness Guide

Measure	Value
Distance Ratio	1.70
Transfer	50%
Maximum Waiting Time	15 Minutes

Complexity – This service guideline concerns the complexity of the route structure in terms of route variations. That is, the number of scheduled branches off of the main route and turnbacks from the full length of the route. A route structure which is too complex or has several variations for each bus service is confusing to existing riders and serves as a deterrent to new riders. The guideline suggests that there should be no more than two route branches or turnbacks on each route. This guideline will reinforce for passengers the impression that the public transportation service is simple and easy to use.

Quality of Service

The previous two sections discussed where service should be provided and how those services should be designed. Building on those two sections, this section addresses the quality of service and the manner in which those services are operated. These guidelines are particularly important because the aspects of public transportation service discussed below greatly affect how the system is perceived by passengers and the general public. This section describes seven separate guidelines including: dependability; revenue equipment; loading; speed; bus stop signs; passenger waiting shelters; and public information.

Dependability – Published timetables must provide the transit patron with a reasonable guarantee that the scheduled service will operate and will operate on time. The dependability of Saint Cloud Metro Bus is important to people who typically plan trips around the availability of bus service. Moreover, riders associate a time penalty with unreliable bus service which reduces the attractiveness of public transportation.

There are two suggested ways to measure Saint Cloud Metro Bus' dependability. The first is in terms of schedule adherence, which measures the difference between scheduled time and the time the bus actually passes a particular location. The schedule adherence guideline consists of two parts: (1) the definition of "on-time" and (2) the proportion of buses that operate within the "on-time" range. For purposes of establishing a guideline, "on-time" is defined at zero minutes early to five minutes late. For most persons, a wait of up to five additional minutes would not be regarded as excessive. However, buses should never be early, for this could cause patrons to miss the bus entirely and subject many riders to an even longer wait for the next scheduled bus.

The guideline for Saint Cloud Metro Bus schedule adherence is established at 90 percent during peak service periods and 95 percent during off-peak hours. Therefore, 18 out of 20 peak bus trips and 19 out of 20 off-peak trips should be considered "on-time" according to the guideline as shown below.

Table 6-8 – Schedule Adherence Guide

Time Period	Value
Peak	90%
Off-Peak	95%

The second measure of dependability is the number of miles operated between service disruption road calls. A "road call" is defined as a mechanical problem with a bus resulting in passengers being delayed by five minutes or more. A general guide for Saint Cloud Metro Bus should be 6,000 miles between road calls for mechanical reasons.

Revenue Equipment – In order to maximize the pleasure and comfort of the bus rider, and thereby spur demand, Saint Cloud Metro Bus should provide attractive and comfortable vehicles. This guideline is primarily a matter of maintenance: seats should not be loose or ripped, floor covering should be in good repair, lighting should be operational and the overall interior should be clean. Of particular importance is the riding environment for the patron that would include operating ventilation and heating systems.

Buses should also be attractive for the community in general -- noise, smoke and odor should be kept to as low a level as possible through use of the latest equipment and strict maintenance procedures. Exteriors of buses used for the all routes should be washed daily. Body damage should be scheduled for immediate repair.

Buses should be clearly marked as to their route number and final destination. Traditionally, buses have a route destination sign overhead in front and also one on the side with a rear sign also desirable. This front and side signage should display route number and destination information that is easily understood by the patron.

Loading – To insure that most of the passengers will be able to obtain a seat on a Saint Cloud Metro Bus vehicle for at least a major portion of their trip, loading guidelines must be established and schedules devised that reflect passenger volumes. This guideline is measured as the ratio of passengers on board to the seated bus capacity expressed as a percent. Values of 100 percent or less indicate all riders are provided a seated ride while values of more than 100 percent denote standees. Loading guidelines indicate the degree of crowding (i.e., standees) which is acceptable, with consideration given to both the type of service and the operating period.

The recommended loading guideline for Saint Cloud Metro Bus requires that a seat is available for every rider's entire trip except during the peak periods on weekdays. Also, no rider should be expected to stand for more than 10 minutes. Acceptable load factors are:

Table 6-9 – Loading Guide

Time Period	Value
Peak	125%
Off-Peak	100%

These load factors are applicable for both the regular fixed routes and SCSU routes. The factor equates to a 35 to 40 passenger seated load with about 9 to 10 standees for a typical Saint Cloud Metro Bus.

Speed – Buses face certain unavoidable constraints that all vehicles on public streets experience. For this reason the speed of transit vehicles, in the absence of any preferential treatments, will not exceed the speed of traffic in general. Passenger boarding and alighting volumes, route alignments, stop spacing and fare collection methods are factors under the operator's control which influence operating speed.

While there are several measures of speed which may be employed in the evaluation of this criterion, the most meaningful to the patron is running speed -- route miles/running time (excluding layover). The Saint Cloud Metro Bus system primarily operates in a very similar setting with minimal variations in running speed except for the traffic congestion in the western portion of the service area near the Crossroads Center. However, even with this condition, there are no variations in speed proposed for those services operating in the current service area. It is important to note that when service is expanded to outlying areas, a different speed requirement will be needed. Therefore, the speed guideline listed below reflects the possibility of services being provided to outlying areas such as Saint Joseph. Further, the speed guideline reflects the differences in SCSU services.

Table 6-10 – Speed Guide

Area Type	Speed (MPH)
Core	12-16
Outlying	14-18
SCSU Clippers	12-16
SCSU Shuttle	6-10
SCSU Night	16-20

As might be expected, traffic and safety conditions will influence running speed. Further, speed may also be influenced by stoppage of service waiting for trains to pass at an at-grade crossing.

Bus Stop Signs – All bus stops in the system should be identified by a bus stop sign bearing a symbol denoting Saint Cloud Metro Bus as well as the web page address and information telephone number. All bus stop signs should specify parking prohibitions (where appropriate), be of uniform style and also ideally include the route numbers and destinations of buses that stop at each location.

Passenger Waiting Shelters – A major concern of transit riders, especially regarding inclement weather, is the amount of time spent on the street exposed to the elements. This is particularly true for transit systems in northern latitudes where winters can be relatively harsh. Even in the summertime, protection from rain, wind and too much sun are of concern.

The placement of shelters and the development of a priority location program should be based on the number of boarding and/or transferring passengers at a specific stop. Placing shelters at all stops which serve 20 or more boarding and/or transferring riders or which serve concentrations of elderly or persons with disabilities should be a first priority. Stops where passenger boarding/transferring activity is between 15 and 20 daily occurrences would be the next highest priority. Bus stops with fewer daily boardings would suggest placement of benches for the comfort of waiting passengers.

Shelters should include a minimum of 50 square feet of area and be enclosed on all sides except for entrances and be ADA compliant. Service information, including route numbers and schedules of bus lines that serve the stop, as well as the web page address and telephone information number, should be displayed.

Public Information – A transit system should develop and maintain a public information program which not only provides information to those who ask for it, but also aggressively educates the public about the system and how to use it.

Route timetables should include all the information necessary for a non-user to make a trip on the bus, including route maps, schedules which show intermediate time points, fare information and transfer information. Specific service information should be available and prominently displayed on all buses. Appropriate sets of public information should be available at major activity centers as well. A route map of the area, showing all Saint Cloud Metro Bus routes, should be available at no cost. System route maps should also be displayed at each bus shelter along with specific departure times for each bus on each route.

The system web page should contain all the information necessary for someone to plan a trip, particularly those individual who have not used the bus system previously. This would include

route and schedule data as well as individual route and system maps. Saint Cloud Metro Bus should continue to provide trip planning capabilities on its web page.

Information should be available by phone during service hours. A complaint handling and processing procedure should also be in place. It should include the mechanism to take action to assure that the complaint is satisfactorily resolved. As stated earlier, all shelters should display detailed route information. Route numbers should be posted at bus stops, along with the Saint Cloud Metro Bus logo and the telephone information number.

Fare Policy Guidelines

This category addresses the components and characteristics of fare structure. These policies greatly affect the public transportation providers' ability to generate revenue and attract ridership.

Fare Structure – A transit system's fare structure should be easy to understand, easy to remember and easy to administer. There is a tradeoff, however, between simplicity and equity. For example, a zone structure would charge patrons more equitably by having those who ride farther pay more, but the zones add another dimension to the fare structure. On the other hand, a flat fare is simple to understand and administer, but those who ride short distances pay just as much as long distance riders. Another facet of fares to consider is special fares for certain ridership groups, such as senior citizens, students and individuals with disabilities.

Fare structure is a subjective element for which no quantitative guideline is established. Rather, judgment must be used to establish or change the system's fare structure. Six qualitative criteria should guide that process:

- **Equity** – The first component of this measure is to evaluate the fare structure pricing in order to determine if the price of the base fare and discounted fares are equitable for all passengers. Equity implies that those taking longer trips should pay more than those taking short ones. Equity also means that there should be discounts for certain rider groups such as senior citizens and persons with disabilities. Some type of multi-ride discount fare media should also be made available.
- **Administration** – The necessary resources associated with collecting and processing the fare should not be burdensome. Factors such as the amount of cash collected, the number and types of fare media used, and the ease with which bus operators and administrative staff are able to manage the fare collection function are all considerations.

- **Comprehensible** – This evaluates how well the agency’s public information materials convey fare information to riders. These materials should include – at a minimum – information on pricing, discounts, sales locations for prepaid media, proper use of media, and instructions for on-board fare payment. First time users of the service should be able to readily and easily understand what they should pay for their ride.
- **Convenience** – This criterion gauges how easy or difficult it is for passengers to pay their fare. Factors that are considered include availability of fare media, issues related to using cash, and seamlessness of travel.
- **Revenue Generation** – This facet of the fare structure addresses whether the fare structure has features that can attract new riders and generate additional revenue for the bus system.
- **Fiscal Integrity** – This criterion deals with the amount of revenue obtained from riders in relation to the cost of providing service. This would include factors such as leveraging subsidy arrangements and encouraging the purchase of prepaid media to reduce on-board cash handling. The definition of a reasonable level of revenue depends on local preferences and considers quality of life such as traffic mitigation. Once local preferences are established, an appropriate fare can be established.

Again, the six policy attributes are qualitative. Decisions regarding each must be based on the local situation and policy goals of the public transportation operator, its funding bodies and the broader community that it serves.

Financial Efficiency and Productivity

This final category deals with financial efficiency and productivity issues concerning the Saint Cloud Metro Bus system. This category not only addresses the performance of Saint Cloud’s network as a whole, but also on an individual service level. These guidelines have a significant effect on Saint Cloud Metro Bus’ ability to meet productivity or revenue generation targets that are either self-imposed or requested by one or more of the Saint Cloud Metro Bus funding bodies.

The Saint Cloud Metro Bus financial situation can be defined, both for the system and individual routes, in terms of two service guidelines: (1) farebox recovery and (2) productivity.

Farebox Recovery – One of Saint Cloud Metro Bus’ primary objectives is to provide area residents with the best possible service within a reasonable budget constraint. To achieve this, each route should be examined individually to determine if any bus line is placing an inordinate financial burden on the entire system. Routes should be periodically compared to systemwide

and route type averages so that the operating deficit is controlled and equipment is deployed productively.

To accomplish this, three farebox recovery goals have been established which relate to performance for the system, each service type and individual route. The first guide relates to the overall system and a goal of 18 percent is proposed. This is consistent with current and past performance. As shown below, values have been established for each service type (i.e., regular and SCSU) and then further stratified within each of these categories. This reflects the unique characteristics of the full array of bus service operated. The values by service type were selected because they represent the recent level of farebox recovery achieved by Saint Cloud Metro Bus in 2014.

Table 6-11 – Farebox Recovery Guide (*System and Service Type*)

Service Type	Farebox Recovery
System	18%
<i>Regular Routes</i>	
All	16%
<i>SCSU Routes</i>	
Clippers	20%
Shuttle	40%
Night	25%

In addition to the farebox recovery level for the system and each service type, a rating system was also established for each bus route within each category. Routes should be considered acceptable if they achieve a level of 80 percent of the guideline or higher for its service type. Routes should be reviewed if they fall within 60 to 80 percent of the guideline for its service type and should be changed or even eliminated if they fall below 60 percent of the guideline or a farebox recovery value for the appropriate service type. This rating system is shown below.

Table 6-12 – Farebox Recovery Guide (*Individual Route*)

Relative to Route Type Guideline	Suggested Action
Above 80%	Acceptable, modify as required
60% - 80%	Review, possible modifications
Below 60%	Unacceptable, consider major changes or elimination

Productivity – Productivity is measured in terms of how many passengers a transit system carries for each unit of service. The two possible measures are passengers per revenue hour and passengers per revenue mile. Of the two, passengers per revenue hour is more commonly used. Productivity is a useful performance measure to supplement farebox recovery results since average fare may vary by route.

Similar to farebox recovery, minimum threshold values are specified for the system, route types and the individual routes within each service category. Overall, the productivity service guideline suggested for Saint Cloud Metro Bus for the regular fixed route system and the three SCSU service types is shown below:

Table 6-13 – Productivity Guide (*System and Service Type*)

Service Type	Passengers Per Revenue Hour
System	22
<i>Regular Routes</i>	
All	20
<i>SCSU Routes</i>	
Clippers	30
Shuttle	50
Night	25

The values were selected based on the recent level of productivity achieved by Saint Cloud Metro Bus in 2014. This productivity level should be considered a reasonable attainment target for each service type. In a manner similar to that of farebox recovery, the productivity criteria for individual routes in each route category is those above 80 percent of the respective system average are considered acceptable. Similarly, routes from 60 to 80 percent should be reviewed for possible modification, and routes below 60 percent are unacceptable, as shown below.

Table 6-14 – Productivity Guide (*Individual Route*)

Relative to Route Type Guideline	Suggested Action
Above 80%	Acceptable, modify as required
60% - 80%	Review, possible modifications
Below 60%	Unacceptable, consider major changes or elimination

Neither the farebox recovery nor the passenger per hour guides can be applied to a new route or route extension. Any new service takes time to build its ridership base. In many cases, new services are not fully productive for a year or more. As a policy, after one year of service the performance of the new route in terms of farebox recovery and passenger productivity should be at least 60 percent of the system average. A trial period extending approximately three to six months should be adequate to help determine whether or not the service change should be made permanent.

6.2 Needs and Opportunities

The needs and opportunities are presented below as an iterative process to the route planning. The first items are the inputs, which describe what went into the development of issues. Second is the problem statement which shows what the issues are with the current network that is to be addressed by the service plan. From this the planning precepts were developed to complete the needs and opportunities and guide the route planning process.

Inputs

There were a number of inputs used to develop the route plan for Metro Bus. These include public outreach, ridership information and the system analysis, and socio-economic conditions and major generators. These are data items that are presented in previous chapters.

The first input was public outreach. Public outreach consisted of a number of items including public comments made to the consultant team at drop-in sessions, stakeholder focus groups made up of community leaders, as well as meeting with the individual jurisdictions in the Saint Cloud area. Survey results are also included in public outreach. The results of the public outreach are presented in a prior chapter, and were also submitted as Technical Memorandum 2.

The system analysis was another input used to develop the routing plan. The system analysis contained quite a number of elements used to gauge the system and route performance, determine the strengths and weaknesses of routes, and geographically determine where ridership activity is occurring. The system analysis includes route diagnostics that analyzed each

route. These items are also presented in a prior chapter, and were also submitted as Technical Memorandum 1.

Finally, ridecheck data was used to geographically determine the locations of ridership activity. One thing to note is that ridecheck data shows only where ridership activity is occurring and does not determine demand or unmet needs.

A previous chapter presented socio-economic data, land use conditions, and major generator information. This information was used to craft a route plan that will ensure that important generators are served. This information was also used to ensure that areas that require access to transit services remain served.

Finally – and very importantly – the previous route modifications proposed as part of the *Moving Forward* planning process were also utilized as a fundamental piece of the planning effort. The study team determined that many of the modifications proposed as part of the *Moving Forward* study were still valid and relevant concepts, and these were therefore expanded upon when and where appropriate.

Problem Statement

The inputs were used to craft problem statements. These problem statements are items that the route plan addresses. Below are statements regarding the major problem areas, which are addressed in the planning precepts and route alignment plan. The route alignment plan goes beyond these problem statements to modify routes in order to create a more user friendly system, similar to those in the *Moving Forward* plan. Below are statements of the major problems that have been identified.

Reliability – On-time performance – or reliability – was mentioned several times as an issue of concern, especially on certain key bus routes, and particularly on Routes 6 and 7, which serve the East Side. Reliability is of special concern in a pulse-scheduled system such as the Saint Cloud Metro Bus system, as it may result in missed connections. The recommended service plan attempts to address reliability issues by realigning bus routes where possible and avoiding at-grade railroad crossings whenever possible.

Productivity – Route level productivity was noted as an issue based on the route diagnostics. Many of the routes that serve lower density areas and/or do not connect to downtown Saint Cloud have lower productivity levels. Similar to the *Moving Forward* plan, the service plan addresses some of the productivity issues by matching service, in terms of frequency, to usage wherever possible.

Straighten routes out/avoid confusion – As was the case during the *Moving Forward* planning process, several participants mentioned that the route structure can at times be confusing and

not “user-friendly”, especially for new riders. Many long time riders are used to the current route network, however traveling to new places presents a difficulty due to confusion about the networks. Much of this confusion comes from the large one-way loops operated by many of the routes. Again, as with the *Moving Forward* plan, but to an even greater extent, this service plan attempts to straighten out these loops to create a more user friendly system.

Serve new areas/emerging generators – The public outreach process identified new areas and generators that may require service. Some of these locations are current unserved generators and others are population centers that are located further from the existing service area. The route alignment plan attempts to serve many of these new markets and allows for service to be extended to future development areas as well.

Planning Precepts

The route modifications developed for Metro Bus in this Long Range Transit Plan Update are based on several planning precepts, and also use the route modifications proposed as part of the *Moving Forward* plan as a starting point for some new proposals. These themes are utilized to guide the development of the proposals and are, in no particular order, as follows:

Ease of Comprehension – The first precept utilized is that the layout and organization of the Metro Bus routes should be easy to understand. Both occasional users of the system, as well as first-time riders, should be able to quickly determine which routes serve their intended destination. The Metro Bus system should not be familiar only to those who rely on it on a daily basis.

Respond to Public Input – Throughout the public outreach process, input was received from various constituencies concerning their views on the transit system as well as service needs. An element in the development of the route modifications presented in this chapter was to address and respond to as many of the comments received in the public input process as possible.

Address Reliability Issues – An important planning precept was to address issues of reliability (i.e., on-time performance) on certain routes.

Bi-Directional Service – Another planning precept (as with the *Moving Forward* study) was, whenever feasible, to maintain bi-directional service along a bus route and, in turn, to eliminate large one-way loops.

Strengthen Hub Locations – Another precept followed during the development of this service plan is that transfers take place – whenever possible – at designated “transfer centers” on the Metro Bus system, and that “on street” transfers between routes be removed when possible. Transfers between routes should occur in locations where passengers may be able to wait comfortably for a few minutes, without being exposed to the elements. Such a precept also

helps more clearly define the route structure of the Metro Bus system, in that passengers know that a transfer center is a location they can go to access the Metro Bus service with some degree of confidence and consistency.

Expansion of Service Area – A specific precept pursued during the development of the service plan was that service should be extended – if possible – to certain potential new generators of traffic. In this service plan, the geographic coverage provided by public transportation service is thus extended to serve Saint Joseph. Also, this plan provides service to new generators such as the Sterling Heights Apartments.

Maintain and Improve Service Throughout the Service Area – An important planning precept was to continue to provide service to all passengers within the Saint Cloud area.

6.3 Transit-Oriented Development Strategies

The service plan presented in this section of the report presents a more consistently operated Metro Bus service throughout the year, with the SCSU “Clippers” being integrated into the regular Metro Bus services.

Because of this new consistent service level, Metro Bus can – in the future – improve the frequencies and spans of service along certain “key” bus routes (i.e., those bus routes that show improvements in productivity in terms of passengers), and passengers will come to rely upon those routes as the “core” of a frequent service network of routes.

As these routes develop, Metro Bus could continue to work with the Area Planning Organization and the various planning offices in its member jurisdictions so that both commercial and residential densities are allowed to increase over time along these key bus routes. Other transit-oriented development strategies – such as reduced parking minimums – could potentially also be targeted to the corridors served by these routes. This will potentially allow for the development of transit-oriented “districts” along the primary bus routes in the service area.

Some of the specific areas that are anticipated to be able to support these potential transit-oriented development districts are:

- Downtown Saint Cloud
- The Downtown-SCSU corridor, along 5th Avenue North/5th Avenue South
- The Downtown-Crossroads Center corridor, primarily along 3rd Street North

These areas will have relatively frequent Metro Bus service, and increased densities (and development in general) could be “steered” to these potential transit-oriented development districts by Metro Bus, the APO and the Commission’s member jurisdictions.

6.4 Service Alternatives/Fixed Route System Plan

In this section of the report, the proposed service plan for the Saint Cloud Metro Bus system is presented.

6.4.1 Route Plan

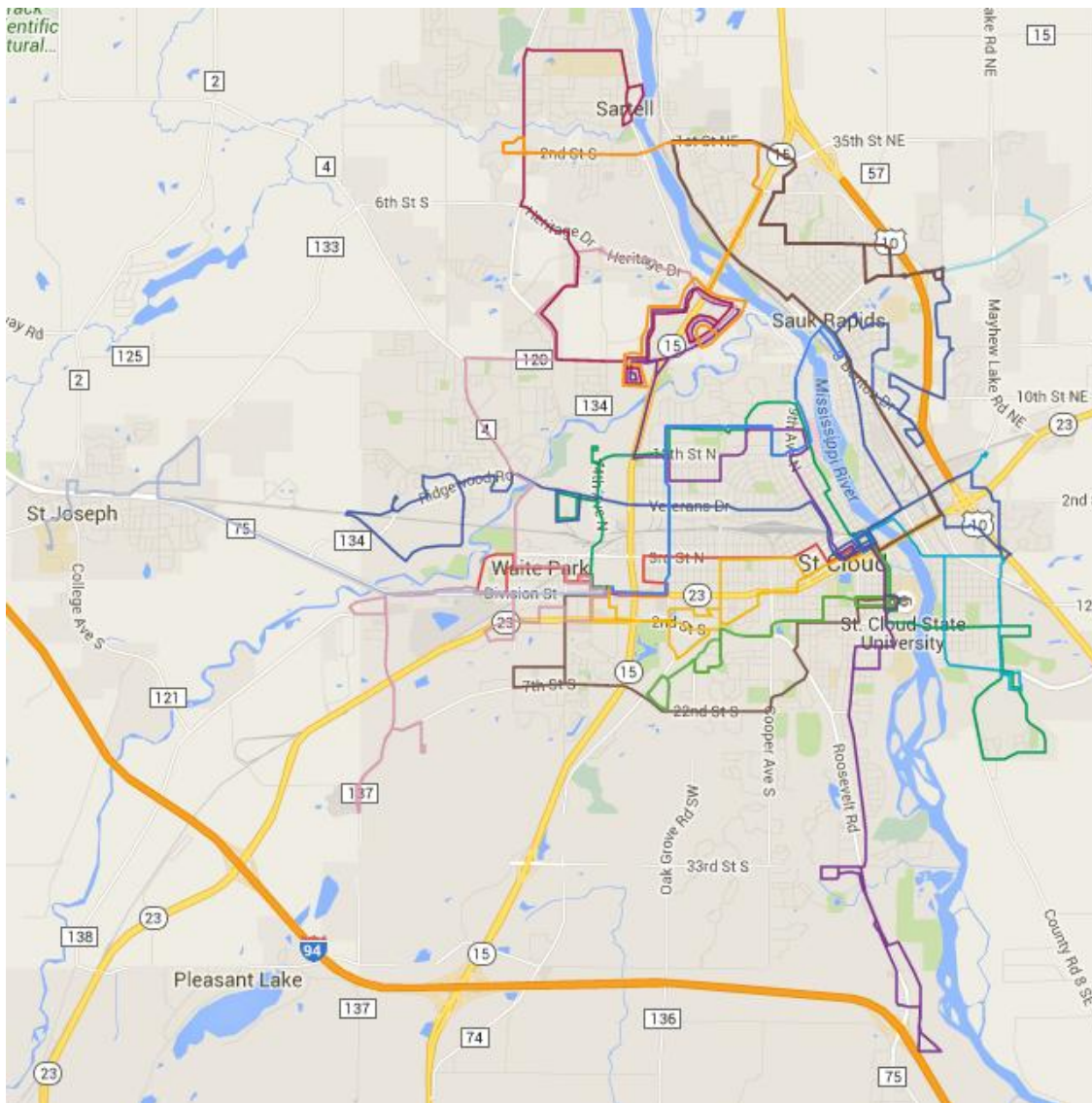
The system plan was developed by looking at the problems and issues of the current network, the planning precepts, and the route modifications proposed as part of the *Moving Forward* plan, as was mentioned previously. These formed the guidelines for individual and system route development.

While a “blank slate” plan – where the current fixed route system would be eliminated and completely new routes drawn – was considered, a system that significantly modifies and builds upon both the current network as well as the proposals put forth in the *Moving Forward* planning process is what is ultimately proposed, albeit with a relatively aggressive implementation schedule.

As with the *Moving Forward* planning process, this was done for a number of reasons, including: to avoid confusing the public and their riding patterns, limited alternative route alignment options, and the overall general good performance of the existing system.

Indeed, as with the service plan prepared for the *Moving Forward* study, the proposed route network meets all of the goals that a “blank slate” plan would have met without significantly confusing the current riders (and perhaps thereby alienating them). The fixed route plan includes base routes and expansion routes. Figure 6-1 presents the proposed system plan.

Figure 6-1 – Proposed System Plan



This plan contains three phases for adjusting services. The initial phase is a significant service change, with the SCSU “Clipper” services being integrated into the regular Metro Bus route system. Most of the reliability concerns on various parts of the route network are also addressed in Phase 1. Phase 2 implements additional elements of the modified route network, including service to Saint Joseph, and Phase 3 completes the service modification plan for Saint Cloud Metro Bus, with the changes in Sauk Rapids and in the southwestern portions of the service area taking place.

Route descriptions and service statistics for each route in phase are presented in the following sections. Cost statistics were developed assuming an operating cost of \$100.00 per hour for the current service, escalated by 3 percent per year going forward. The plan requires three years to implement; the fifth year is presented (i.e., after Phase 3) only to show cost increases by Year 5.

Base Routes

As with the *Moving Forward* plan, the “base” route network essentially takes the current Metro Bus fixed route network and modifies it based on the planning precepts previously presented. This network is intended as a replacement for the route network that is operated today. The goal of the base network modifications is to focus on current the current fixed route service area. The individual routes are presented below.

It should be noted that the modified route network presented in this section of the report continues to utilize the new route nomenclature system developed for Metro Bus as part of the *Moving Forward* plan; this element of the prior planning process was already adopted by Metro Bus. This recently adopted nomenclature system makes the routes easily identifiable by providing three items: a route number identifier, a destination for each direction (e.g. Downtown Transit Center or Crossroads Center), and when appropriate, the major road it operates via. The destination can be listed as a neighborhood.

Phase One

During the first phase of the plan’s implementation, the following routes and services will be modified:

Routes 6 and 7 – Routes 6 and 7 – which are really the same loop route, but operating in different directions of service, will be modified so that their running time is slightly reduced and that they may then operate more reliably. Specifically, they will no longer use 7th Street SE, but will instead operate via 4th Street SE. Because of this change, they will also no longer need to operate via the Shopko/Cash Wise parking lot, as by being on 4th Street SE they will be closer to these buildings. Route 6 operates a counter-clockwise loop, and Route 7 operates a clockwise loop. In addition, Route 6 will be modified so that it serves the Cedar Square Apartments before returning downtown; this modification allows for the integration of Clipper Route 83 service into the “regular” Metro Bus route system. Route 6 will also operate additional service during the SCSU academic year.

Routes 6 and 7 are good performing routes that provide service between downtown and lower income areas of the city, as well as connecting to major retail areas, and will continue to do so.

Routes 6 and 7 are shown on Figure 6-2 with service statistics shown on Table 6-15.

Route 8 and Route 9 – With the restructuring of Routes 6 and 7, Route 9 will also need to be restructured so that 7th Street SE retains service; in addition, Route 9 will now operate bi-directionally via Riverside Drive SE. However, Route 9 will no longer directly serve the Talahi Care Center and the University Village Townhomes, so as to help improve its reliability.

Both the Talahi Care Center and University Village Townhomes will instead be served by the new Route 8, which will also expand the Metro Bus fixed route service area and serve the Sterling Heights Apartments. The new Route 8 will operate between this area and downtown via

University Drive SE and the SCSU campus, thus allowing for the integration of Clipper Routes 81, 82 and 83 into the regular Metro Bus system. Route 8 will also operate additional service during the SCSU academic year.

Route 8 and Route 9 are shown on Figure 6-3 with service statistics shown on Table 6-16.

Route 11 – This route will be extensively modified and lengthened in order to allow Clipper Route 85 to be integrated into the regular Metro Bus service. Route 11 will continue to operate between the Downtown Transit Center and Saint Cloud State University, utilizing 5th Avenue South. The route will no longer serve neighborhoods immediately to the south and west of the campus. Instead the route will provide service to the west, serving the Roosevelt Road and Maine Prairie Road areas. The route will have a turnaround loop at Quarry Road, 22nd Street South, and West Saint Germain Street. As previously mentioned, these modifications will allow for the integration of Clipper Route 85, but also for the restructuring of Route 5.

Route 11 is presented on Figure 6-4 with service statistics shown on Table 6-17.

Route 12 – The proposed modifications to Route 12 will expand this route beyond being a type of “shuttle” route by extending the route north to serve the Downtown Transit Center via the SCSU campus, thus eliminating the on-street transfer currently needed to reach the Clearwater Road area. On the southern end, this route is also extended to serve the new Coburn’s corporate office located near Interstate 94 and the existing McStop terminal. Route 12 will also serve portions of the current Route 11 in the neighborhoods south of the SCSU campus, thus allowing Clipper Route 84 to be integrated into the regular Metro Bus system. Route 12 will enter downtown via the same routing as Route 11.

Route 12 is presented on Figure 6-5 with service statistics shown on Table 6-18.

Route 5 – The proposed modifications to Route 5 will allow it to operate between the Downtown Transit Center and Crossroads Center operating via Saint Cloud State University and 22nd Street South. This proposal streamlines the route by eliminating the large “Figure 8” loop pattern it presently operates and thus providing two-way service throughout the route. The modified Route 5 will now also will connect the South Side area to Crossroads Center. Finally, the reorganization of this route will allow for the integration of Clipper Route 85 into the regular Metro Bus system.

Route 5 is presented on Figure 6-6 with service statistics shown on Table 6-19.

Route 33 – The proposed modifications to Route 33 extends the route from Saint Cloud Technical College to the Coburn’s in Sauk Rapids. This modification also eliminates service on Route 33 south of Division Street and west of Crossroads Center; however, modifications to Route 5 ensure that this area continues to be served.

Route 33 is presented on Figure 6-7 with service statistics shown on Table 6-20.

Figure 6-2 – Proposed Routes 6 and 7

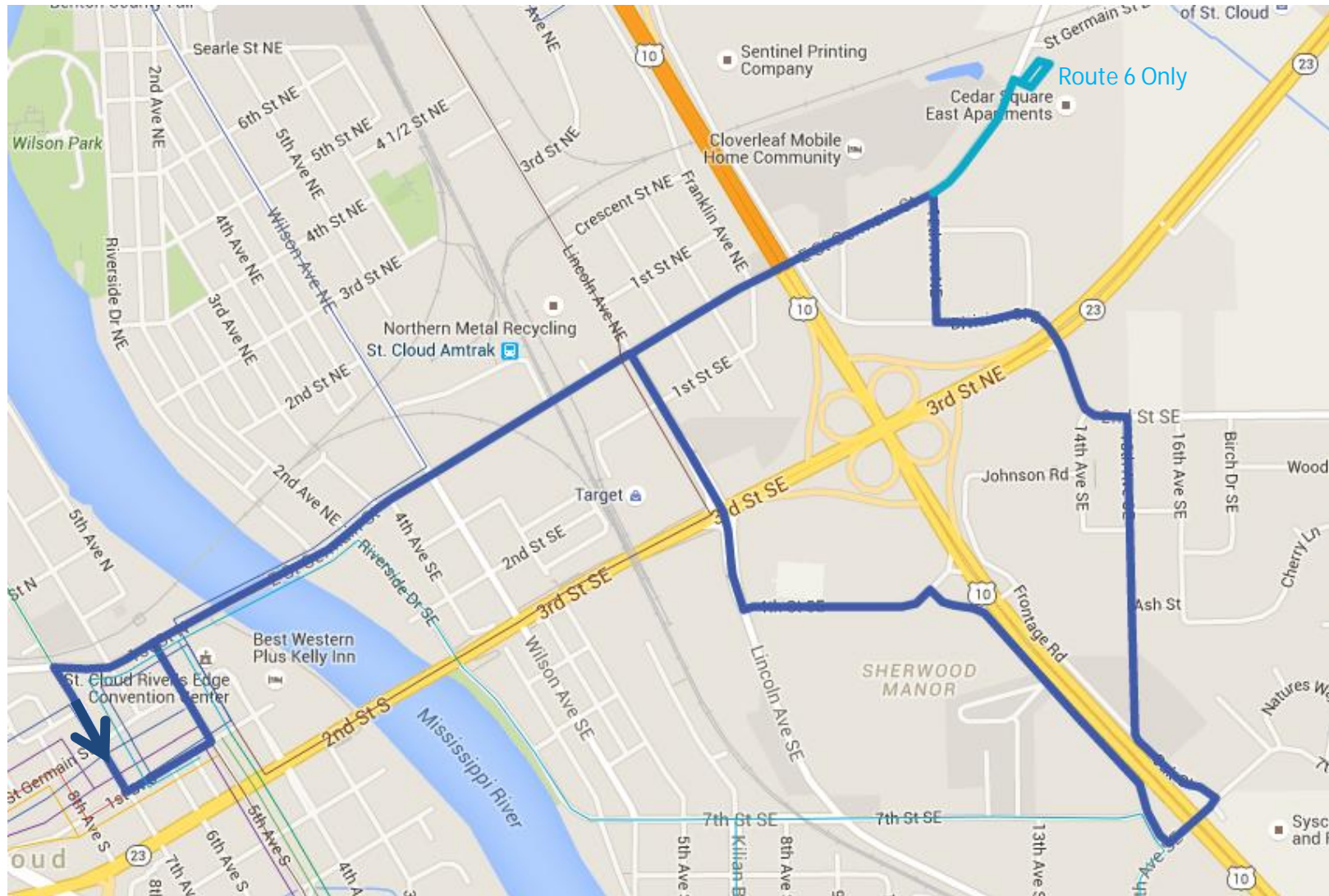


Table 6-15 – Proposed Routes 6 and 7 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	4,380	5,903	5,903	5,903	5,903
Operating Cost	\$438,000	\$607,958	\$626,196	\$644,982	\$684,262
Peak Vehicles	1	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:10a – 10:29p 8:15a – 5:42p 9:15a – 5:42p 	<ul style="list-style-type: none"> 5:15a – 10:45p 8:15a – 6:45p 9:15a – 5:45p 	<ul style="list-style-type: none"> 5:15a – 10:45p 8:15a – 6:45p 9:15a – 5:45p 	<ul style="list-style-type: none"> 5:15a – 10:45p 8:15a – 6:45p 9:15a – 5:45p 	<ul style="list-style-type: none"> 5:15a – 10:45p 8:15a – 6:45p 9:15a – 5:45p
<ul style="list-style-type: none"> Peak Freq. (6/7)⁴ Midday Freq. (6/7)⁵ Saturday Freq. (6) Sunday Freq. (6) 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 20/60 minutes 20/60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 20/60 minutes 20/60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 20/60 minutes 20/60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 20/60 minutes 20/60 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> East Side area restructured Introduction of additional service during the Saint Cloud State school year to integrate Clipper Route 83 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

⁴ Saint Cloud State School year only, other times Route 6 peak frequency is 60 minutes

⁵ Saint Cloud State School year only, other times Route 6 midday frequency is 60 minutes

Figure 6-3 – Proposed Routes 8 and 9

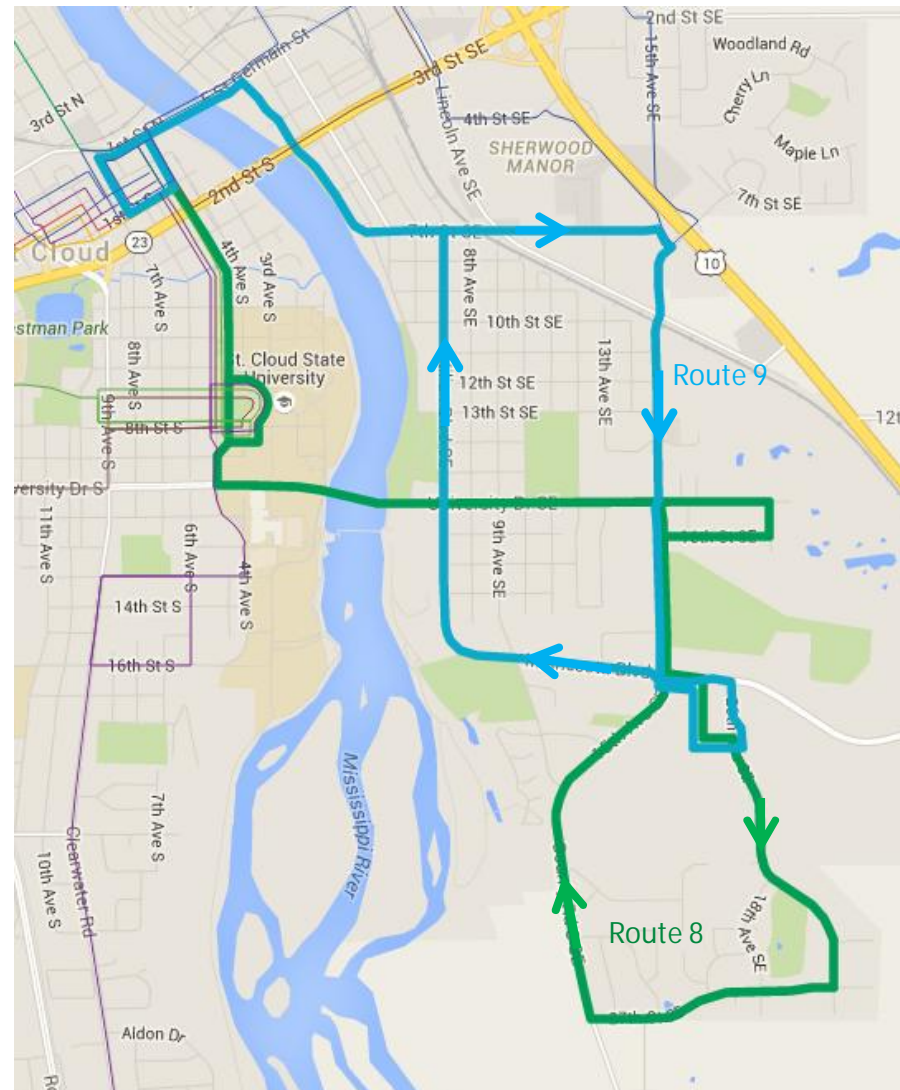


Table 6-16 – Proposed Route 8 and 9

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	3,238	11,045	11,045	11,045	11,045
Operating Cost	\$323,800	\$1,137,584	\$1,171,711	\$1,206,862	\$1,280,360
Peak Vehicles	1	3	3	3	3
<ul style="list-style-type: none"> • Weekday Span • Saturday Span • Sunday Span 	<ul style="list-style-type: none"> • 5:50a – 9:12p • 7:45a – 6:12p • 8:45a – 6:12p 	<ul style="list-style-type: none"> • 5:15a – 9:45p • 8:15a – 7:30p • 8:15a – 6:30p 	<ul style="list-style-type: none"> • 5:15a – 9:45p • 8:15a – 7:30p • 8:15a – 6:30p 	<ul style="list-style-type: none"> • 5:15a – 9:45p • 8:15a – 7:30p • 8:15a – 6:30p 	<ul style="list-style-type: none"> • 5:15a – 9:45p • 8:15a – 7:30p • 8:15a – 6:30p
<ul style="list-style-type: none"> • Peak Freq. (8/9) • Midday Freq. (8/9)⁶ • Saturday Freq. (8/9) • Sunday Freq. (8/9) 	<ul style="list-style-type: none"> • 30 minutes • 60 minutes • 60 minutes • 60 minutes 	<ul style="list-style-type: none"> • 30/30 minutes • 30/30 minutes • 60/60 minutes • 60/60 minutes 	<ul style="list-style-type: none"> • 30/30 minutes • 30/30 minutes • 60/60 minutes • 60/60 minutes 	<ul style="list-style-type: none"> • 30/30 minutes • 30/30 minutes • 60/60 minutes • 60/60 minutes 	<ul style="list-style-type: none"> • 30/30 minutes • 30/30 minutes • 60/60 minutes • 60/60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> • Route 9 change • New Route 8 which will integrate Clipper Routes 81, 82 and 83 	<ul style="list-style-type: none"> • No change 	<ul style="list-style-type: none"> • No change 	<ul style="list-style-type: none"> • No change

⁶ Saint Cloud State School year only, other times Route 8 midday frequency is 60 minutes

Figure 6-4 – Proposed Route 11

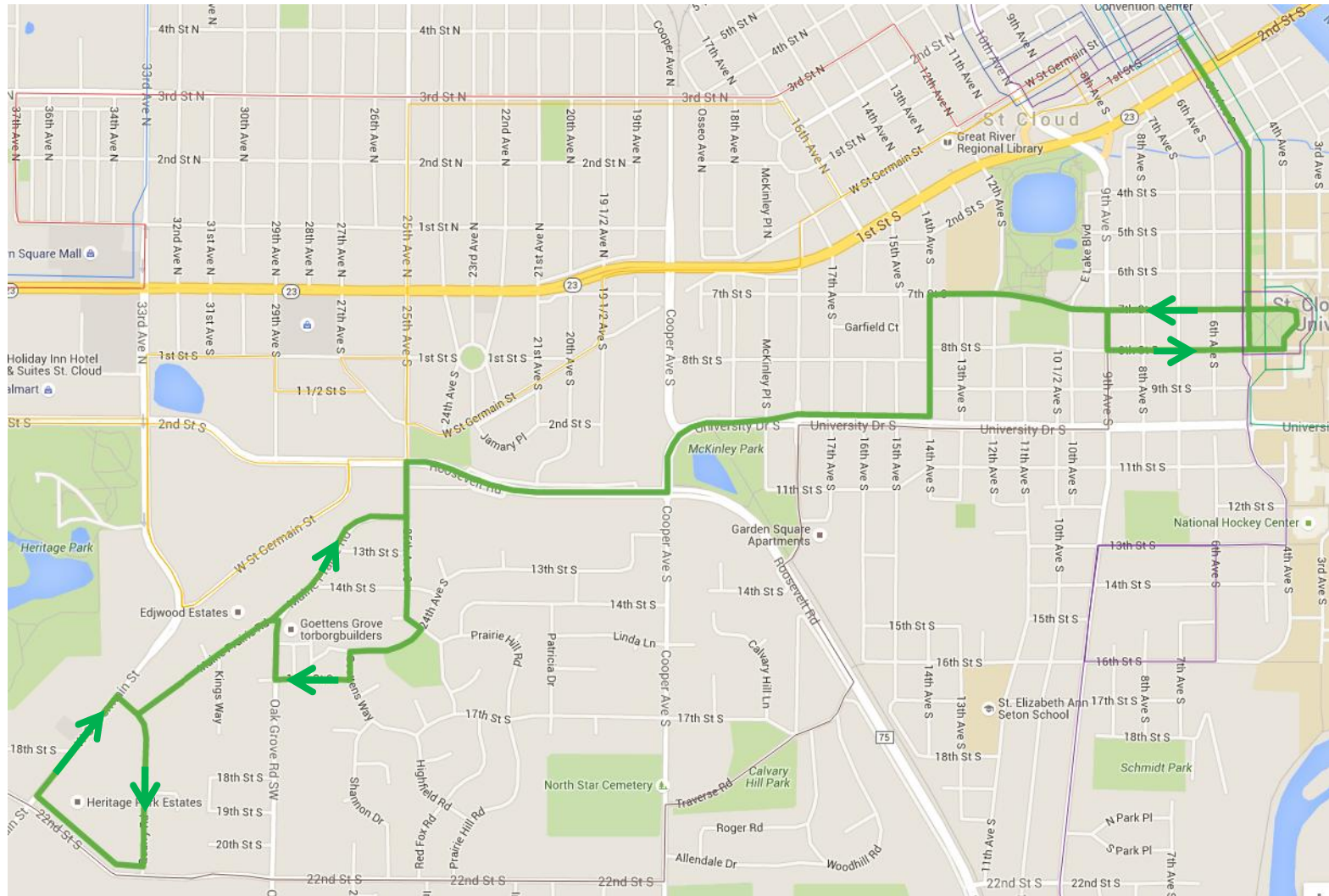


Table 6-17 – Proposed Route 11 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	4,876	9,657	9,657	9,657	9,657
Operating Cost	\$487,600	\$994,671	\$1,024,511	\$1,055,246	\$1,119,511
Peak Vehicles	1	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:15a – 10:12p 7:45a – 6:12p 8:45a – 6:12p 	<ul style="list-style-type: none"> 5:15a – 9:45p 8:15a – 6:45p 8:15a – 5:45p 	<ul style="list-style-type: none"> 5:15a – 9:45p 8:15a – 6:45p 8:15a – 5:45p 	<ul style="list-style-type: none"> 5:15a – 9:45p 8:15a – 6:45p 8:15a – 5:45p 	<ul style="list-style-type: none"> 5:15a – 9:45p 8:15a – 6:45p 8:15a – 5:45p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> Route restructuring to integrate Clipper Route 85 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Figure 6-5 – Proposed Route 12

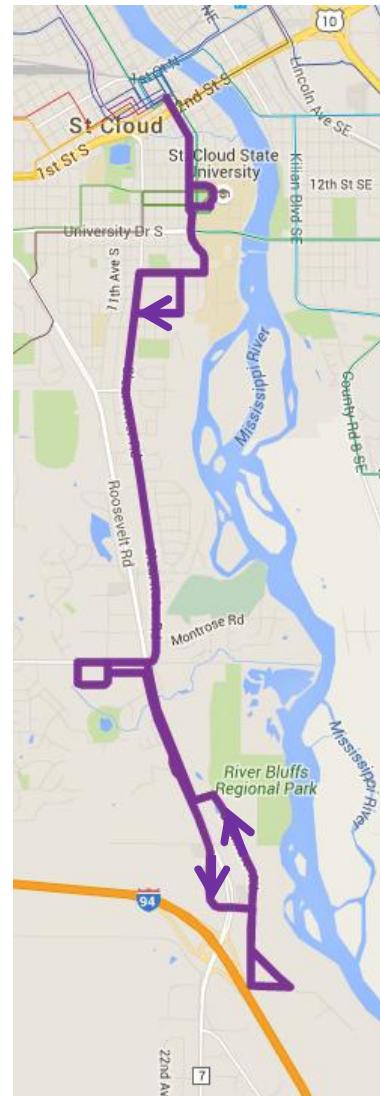


Table 6-18 – Proposed Route 12 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	2,422	5,426	5,426	5,426	5,426
Operating Cost	\$242,200	\$558,878	\$575,644	\$592,914	\$629,022
Peak Vehicles	1	1	1	1	1
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 6:25a – 6:22p No service No service 	<ul style="list-style-type: none"> 5:00a – 10:00p 8:00a – 7:00p 8:00a – 6:00p 	<ul style="list-style-type: none"> 5:00a – 10:00p 8:00a – 7:00p 8:00a – 6:00p 	<ul style="list-style-type: none"> 5:00a – 10:00p 8:00a – 7:00p 8:00a – 6:00p 	<ul style="list-style-type: none"> 5:00a – 10:00p 8:00a – 7:00p 8:00a – 6:00p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 60 minutes No service No service 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> Route extension to SCSU and Downtown Transit Center to integrate Clipper Route 84 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Figure 6-6 – Proposed Route 5

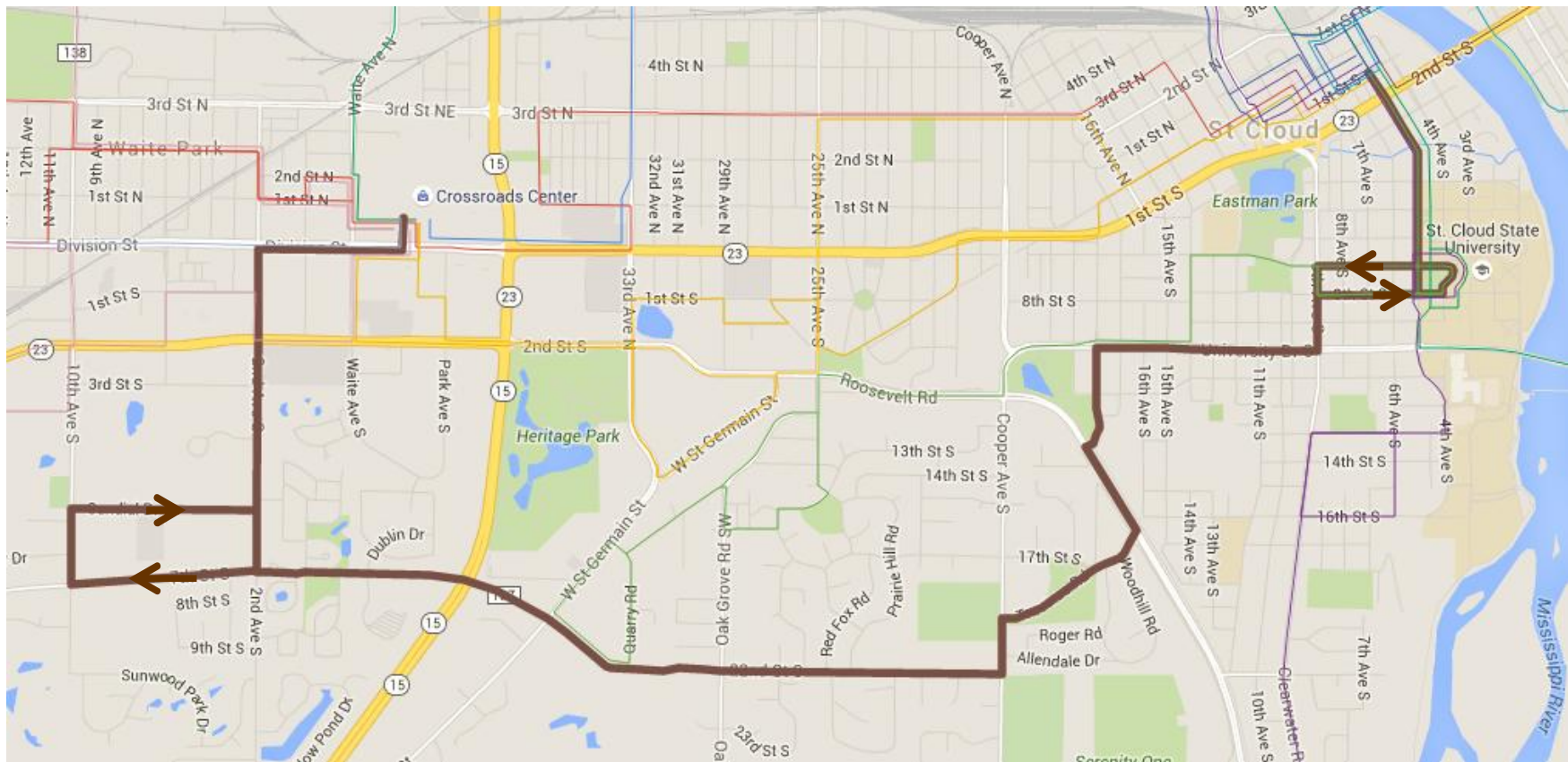


Table 6-19 – Proposed Route 5 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	3,042	7,211	7,211	7,211	7,211
Operating Cost	\$304,200	\$742,733	\$765,015	\$787,965	\$835,953
Peak Vehicles	1	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 6:15a – 8:42p 8:15a – 5:42p 9:15a – 5:42p 	<ul style="list-style-type: none"> 5:45a – 9:45p 7:45a – 6:45p 8:45a – 5:45p 	<ul style="list-style-type: none"> 5:45a – 9:45p 7:45a – 6:45p 8:45a – 5:45p 	<ul style="list-style-type: none"> 5:45a – 9:45p 7:45a – 6:45p 8:45a – 5:45p 	<ul style="list-style-type: none"> 5:45a – 9:45p 7:45a – 6:45p 8:45a – 5:45p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> Restructure Route 5 to serve SCSU and integrate Clipper Route 85 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Figure 6-7 – Proposed Route 33

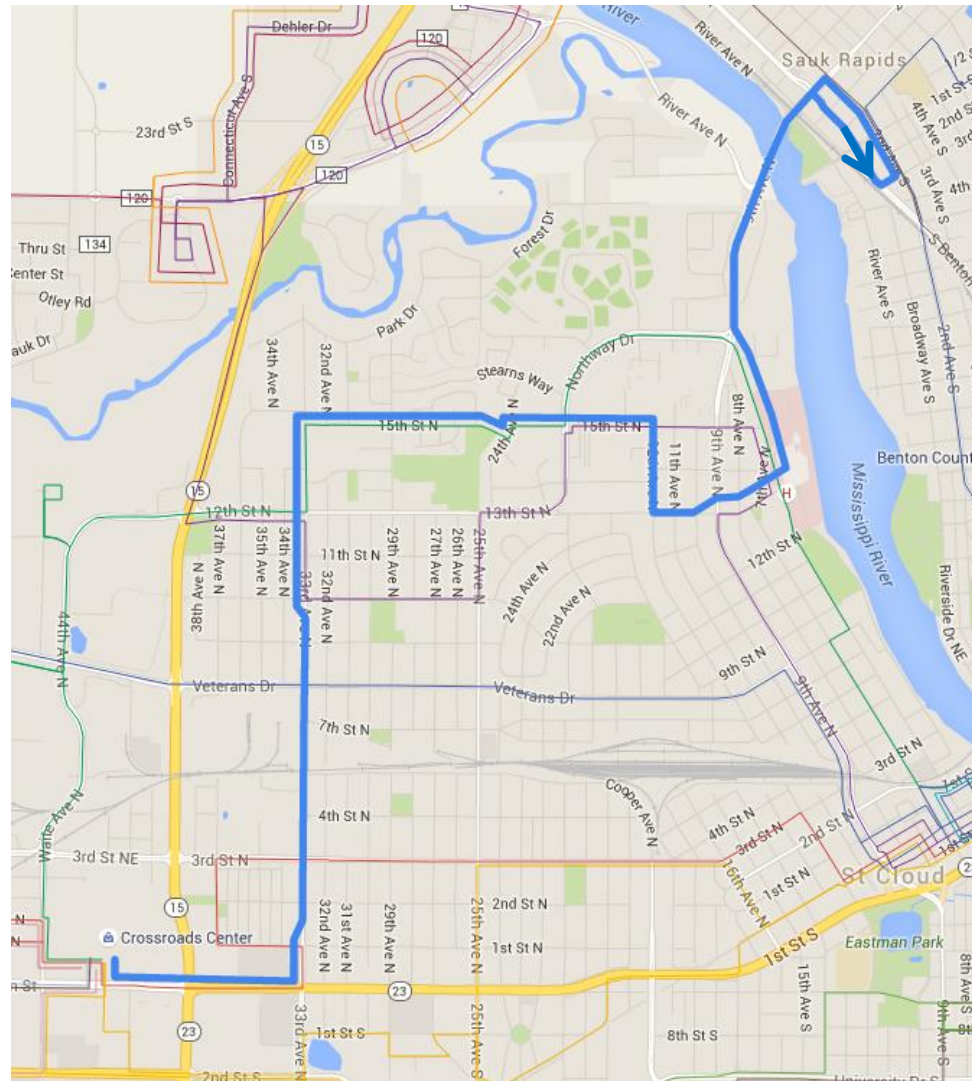


Table 6-20 – Proposed Route 33 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	5,560	5,936	5,936	5,936	5,936
Operating Cost	\$556,000	\$611,408	\$629,750	\$648,643	\$688,145
Peak Vehicles	2	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 6:03a – 9:47p 8:47a – 6:47p 8:47a – 5:47p 	<ul style="list-style-type: none"> 6:00a – 10:00p 9:00a – 8:00p 9:00a – 7:00p 	<ul style="list-style-type: none"> 6:00a – 10:00p 9:00a – 8:00p 9:00a – 7:00p 	<ul style="list-style-type: none"> 6:00a – 10:00p 9:00a – 8:00p 9:00a – 7:00p 	<ul style="list-style-type: none"> 6:00a – 10:00p 9:00a – 8:00p 9:00a – 7:00p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> Service restructuring in southwest area and extension to Sauk Rapids 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Transfer Policy Modification

In addition to the various route and service modifications mentioned above, during Phase One it is also proposed to change the Saint Cloud Metro Bus transfer policy. Currently, transfers are valid for up to two hours for travel on an additional bus. It is instead proposed that transfers remain valid for two hours, but on an unlimited number of vehicles during that time frame.

This will more easily facilitate more multi-vehicle trips on the Metro Bus system, especially as the service area is expanded during Phase One.

Phase Two

During the second phase of the plan's implementation, the following routes and services will be modified:

Route 1 – The proposed Route 1 operates the same route alignment between the Downtown Transit Center and Waite Park City Hall as the current Route 1, with the exception of also serving the newly developed hotel area along 37th Avenue North. The return trip follows the route alignment of the current Route 2 between the Waite Park City Hall and the Downtown Transit Center (again with the exception of also serving 37th Avenue North). This proposal takes the existing Routes 1 and 2 – which are reverse services of each other – and splits them into distinct markets. This allows for a single corridor to have service in two directions on a single route instead of a person being required to take one route in the inbound and direction and another route in the outbound direction.

The proposed Route 1 is presented on Figure 6-8 with service statistics shown on Figure 6-21.

Route 2 – The proposed Route 2 operates almost the exact same route alignment between the Downtown Transit Center and the VA Hospital as the current Route 2, with the exception of using 8th Street North/Veterans Drive to travel between 7th Avenue North and 6th Avenue North. Service continues to Crossroads Center operating via 44th Avenue North/Waite Avenue North. Service is maintained to the industrial park loop on McLeland Road. This proposal takes the existing Routes 1 and 2 – which are reverse services of each other – and splits them into distinct markets. This allows for a single corridor to have service in two directions on a single route instead of a person being required to take one route in the inbound and direction and another route in the outbound direction.

The proposed Route 2 is presented on Figure 6-9 with service statistics shown on Table 6-22.

Route 10 – The proposed Route 10 is a combination of the current Route 10 and a segment of the existing Route 4. This route departs the Downtown Transit Center via the route alignment of the current Route 4 until the intersection of Veterans Drive and 37th Avenue North. The route will then proceed west to assume the route alignment of the current Route 10. This eliminates the on-street transfer between the existing Route 10 and Routes 1 and 2 on McLeland Road, and allows for a “one seat ride” between Industrial Park West and downtown.

Route 10 is presented on Figure 6-10 with service statistics shown on Table 6-23.

Route 4 – The proposed Route 4 is a combination of portions of the existing Route 4 and Route 31, which serves Walmart and Sam’s Club in Sartell. The route will also serve Saint Cloud Hospital and Saint Cloud Technical College. The modified Route 4 will also serve the Walmart and Sam’s Club in Sartell, as well as the medical offices along Connecticut Avenue south before terminating at CentraCare Health Plaza in Sartell.

Route 4 is presented on Figure 6-11 with service statistics shown on Table 6-24.

Routes 31 and 32 – The proposed Routes 31 and 32 are a significant restructuring of the existing Sartell service provided by the existing Route 32. Instead of the large, one-way loop currently operated by Route 32, this proposed route restructuring has two bi-directional routes providing service which is based at the Walmart in Sartell.

Routes 31 and 32 are presented in Figure 6-12 with service statistics shown on Table 6-25.

Phase Three

During the third and final phase of the plan’s implementation, the following routes and services will be modified:

Route 3 and Route 34 – The existing Route 3 will be split into two new routes: Route 3 (which will operate between the Downtown Transit Center and Crossroads Center) and Route 34 (which will operate between Crossroads Center and Bel Clare Estates).

The large loop formed by the current Route 3 on its western end will now be replaced by a bi-directional service, and service will be maintained to the Stearns County Service Center. Additionally, service on Route 34 will now also serve the new commercial developments being constructed along 2nd Street South and 3rd Street South.

Route 3 and Route 34 are presented on Figure 6-13 with service statistics shown on Table 6-26.

Route 21 and Route 22 – Routes 21 and 22 – which currently serve Sauk Rapids – are to be significantly restructured so as to eliminate the current pattern of each operating a large one-way loop that overlap each other in opposite directions of service. Instead, each route will serve separate portions of Sauk Rapids and provide bi-directional service along each alignment.

Route 21 will still serve the Wilson Avenue NE/2nd Avenue South corridor and East St. Germain Street as it travels between the Downtown Transit Center and the Coburn’s in Sauk Rapids. Route 21 will then serve the Industrial Park South area, and now also provide service to the new Benton County Service Center being constructed on Franklin Avenue NE (and will thus also provide service to the Metro Bus garage). It will then continue along 10th Avenue NE and Industrial Boulevard before terminating at the Super America near U.S. Route 10. Selected trips

will operated to the Sauk Rapids High School – when this occurs, Route 21’s alignment will be shortened so as to not serve Industrial Park South or the Benton County Service Center.

Route 22 will operate from the Downtown Transit Center via 2nd Street South and 3rd Street SE, and then serve Lincoln Avenue NE before serving Coburn’s, thus providing additional service to the Target and new service to the various businesses along Lincoln Avenue NE, including Dubow Textile. Route 22 will continue along North Benton Drive and serve the Sauk Rapids City Hall before also terminating at the Super America near U.S. Route 10.

Route 21 and Route 22 are presented on Figure 6-14 with service statistics shown on Table 6-27.

Figure 6-8 – Proposed Route 1

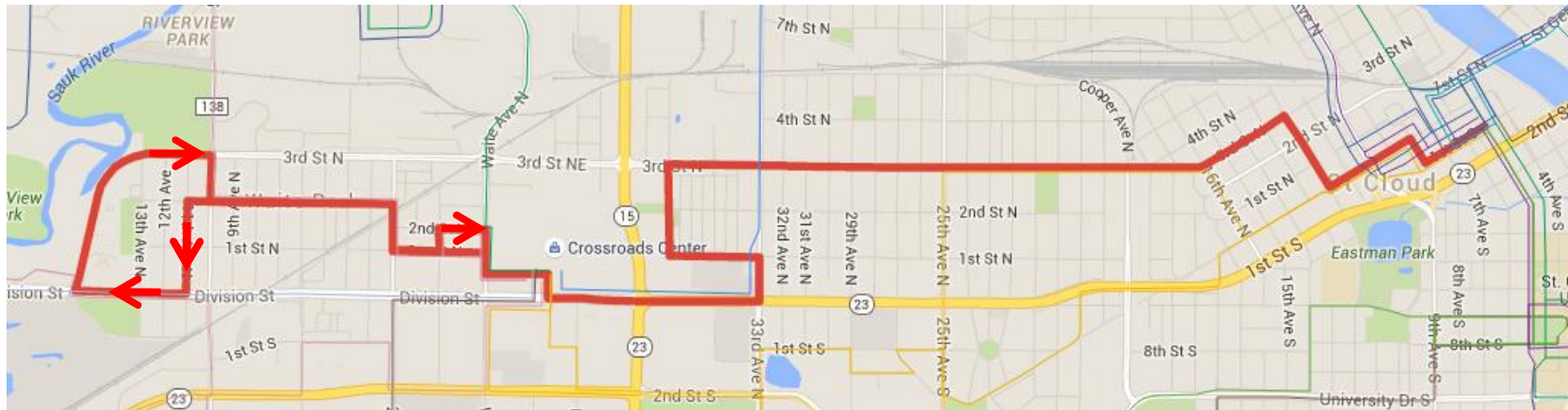


Table 6-21 – Proposed Route 1 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	9,211	9,211	10,852	10,852	10,852
Operating Cost	\$921,100	\$944,589	\$1,151,289	\$1,185,827	\$1,258,044
Peak Vehicles	2	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:20a – 10:00p 8:15a – 6:12p 9:15a – 6:12p 	<ul style="list-style-type: none"> 5:20a – 10:00p 8:15a – 6:12p 9:15a – 6:12p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 7:15p 9:15a – 6:15p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 7:15p 9:15a – 6:15p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 7:15p 9:15a – 6:15p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No changes 	<ul style="list-style-type: none"> Route restructuring to operate bi-directional service 	<ul style="list-style-type: none"> No changes 	<ul style="list-style-type: none"> No changes



Table 6-22 – Proposed Route 2 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	9,032	9,032	10,852	10,852	10,852
Operating Cost	\$903,200	\$930,255	\$1,151,289	\$1,185,827	\$1,258,044
Peak Vehicles	2	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:20a – 9:42p 7:45a – 6:42p 8:45a – 5:42p 	<ul style="list-style-type: none"> 5:20a – 9:42p 7:45a – 6:42p 8:45a – 5:42p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 7:15p 8:15a – 6:15p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 7:15p 8:15a – 6:15p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 7:15p 8:15a – 6:15p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes 30 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No changes 	<ul style="list-style-type: none"> Route restructuring to operate bi-directional service 	<ul style="list-style-type: none"> No changes 	<ul style="list-style-type: none"> No changes

Figure 6-10 – Proposed Route 10

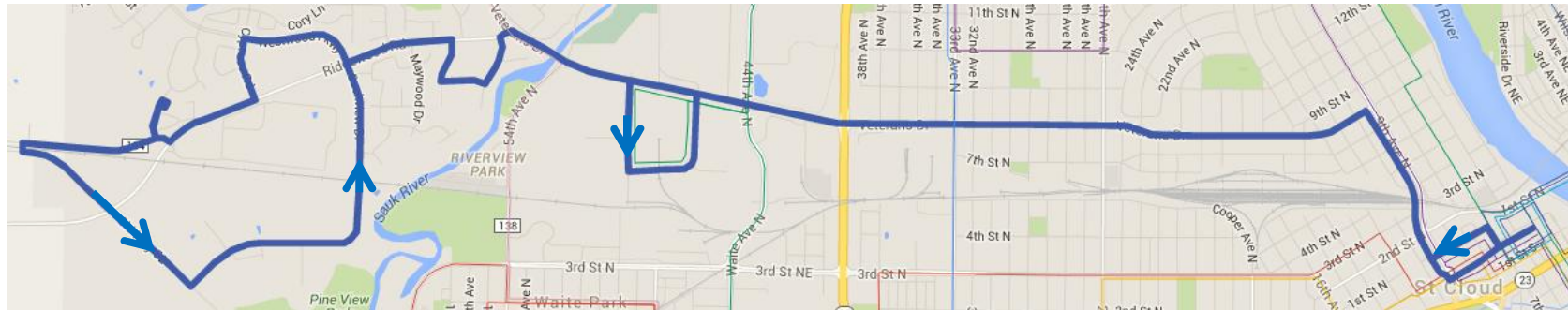


Table 6-23 – Proposed Route 10 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	4,103	4,103	5,171	5,171	5,171
Operating Cost	\$410,300	\$422,563	\$548,591	\$565,049	\$599,461
Peak Vehicles	1	1	1	1	1
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:37a – 7:38p 8:42a – 6:08p No service 	<ul style="list-style-type: none"> 5:37a – 7:38p 8:42a – 6:08p No service 	<ul style="list-style-type: none"> 5:45a – 8:45p 8:15a – 7:15p 8:15a – 6:15p 	<ul style="list-style-type: none"> 5:45a – 8:45p 8:15a – 7:15p 8:15a – 6:15p 	<ul style="list-style-type: none"> 5:45a – 8:45p 8:15a – 7:15p 8:15a – 6:15p
<ul style="list-style-type: none"> Peak Freq. Middy Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes No service 	<ul style="list-style-type: none"> 30 minutes 30 minutes 30 minutes No service 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> Extension to Downtown Transit Center 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Figure 6-11 – Proposed Route 4

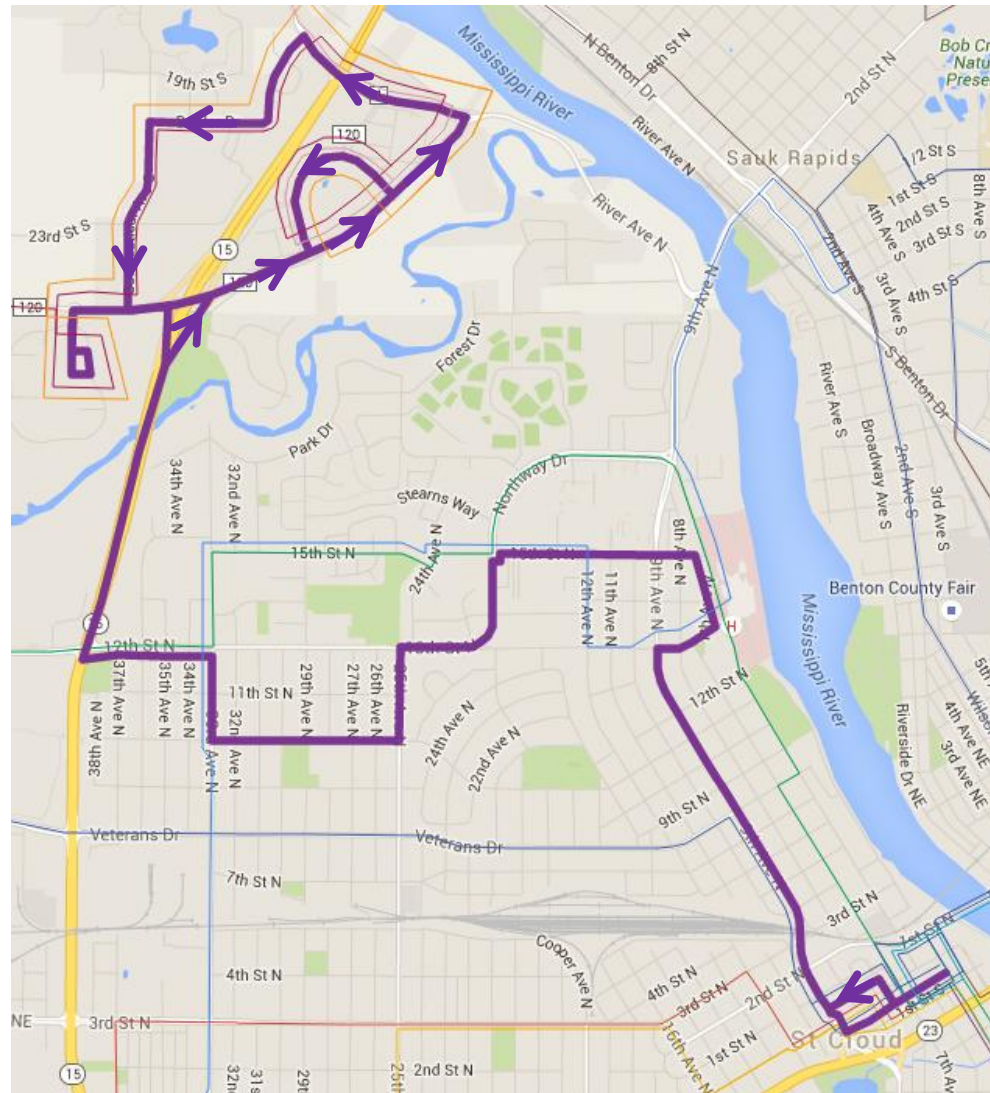


Table 6-24 – Proposed Route 4 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	3,349	3,349	8,996	8,996	8,996
Operating Cost	\$334,900	\$344,896	\$954,386	\$983,017	\$1,042,833
Peak Vehicles	1	1	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:45a – 9:12p 7:45a – 6:12p 8:14a – 6:12p 	<ul style="list-style-type: none"> 5:45a – 9:12p 7:45a – 6:12p 8:14a – 6:12p 	<ul style="list-style-type: none"> 5:15a to 9:45p 8:15a to 7:15p 8:15a to 6:15p 	<ul style="list-style-type: none"> 5:15a to 9:45p 8:15a to 7:15p 8:15a to 6:15p 	<ul style="list-style-type: none"> 5:15a to 9:45p 8:15a to 7:15p 8:15a to 6:15p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 30 minutes 30 minutes 60 minutes 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> Route restructuring to provide service to Sartell 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Figure 6-12 – Proposed Routes 31 and 32

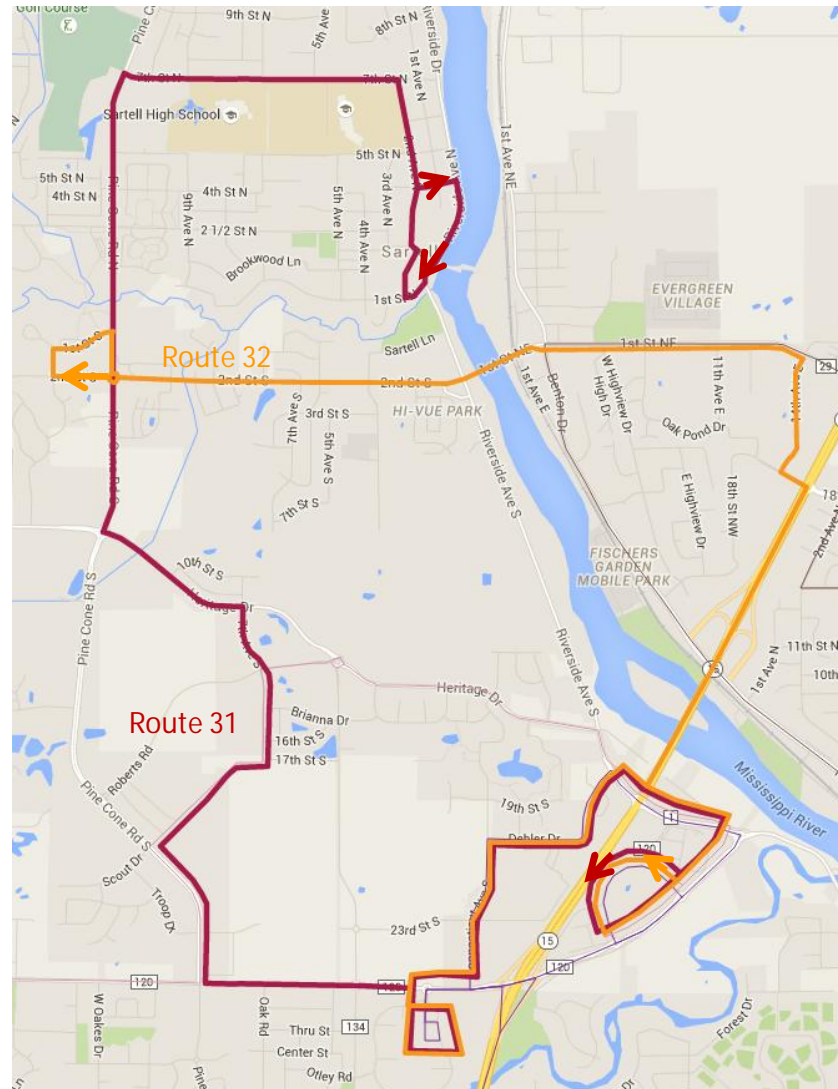


Table 6-25 – Proposed Routes 31 and 32 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	8,102	8,102	9,624	9,624	9,624
Operating Cost	\$810,200	\$834,506	\$1,021,010	\$1,051,640	\$1,115,685
Peak Vehicles	2	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 6:15a – 8:42p 9:15a – 5:42p 10:15a – 5:42p 	<ul style="list-style-type: none"> 6:15a – 8:42p 9:15a – 5:42p 10:15a – 5:42p 	<ul style="list-style-type: none"> 5:45a – 8:45p 8:45a – 6:45p 8:45a – 5:45p 	<ul style="list-style-type: none"> 5:45a – 8:45p 8:45a – 6:45p 8:45a – 5:45p 	<ul style="list-style-type: none"> 5:45a – 8:45p 8:45a – 6:45p 8:45a – 5:45p
<ul style="list-style-type: none"> Peak Freq. (31/32) Midday Freq. (31/32) Saturday Freq. (31/32) Sunday Freq. (31/32) 	<ul style="list-style-type: none"> 30/60 minutes 30/60 minutes 30/60 minutes 30/60 minutes 	<ul style="list-style-type: none"> 30/60 minutes 30/60 minutes 30/60 minutes 30/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> Major restructuring of service in Sartell 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

Figure 6-13 – Proposed Route 3 and Route 34

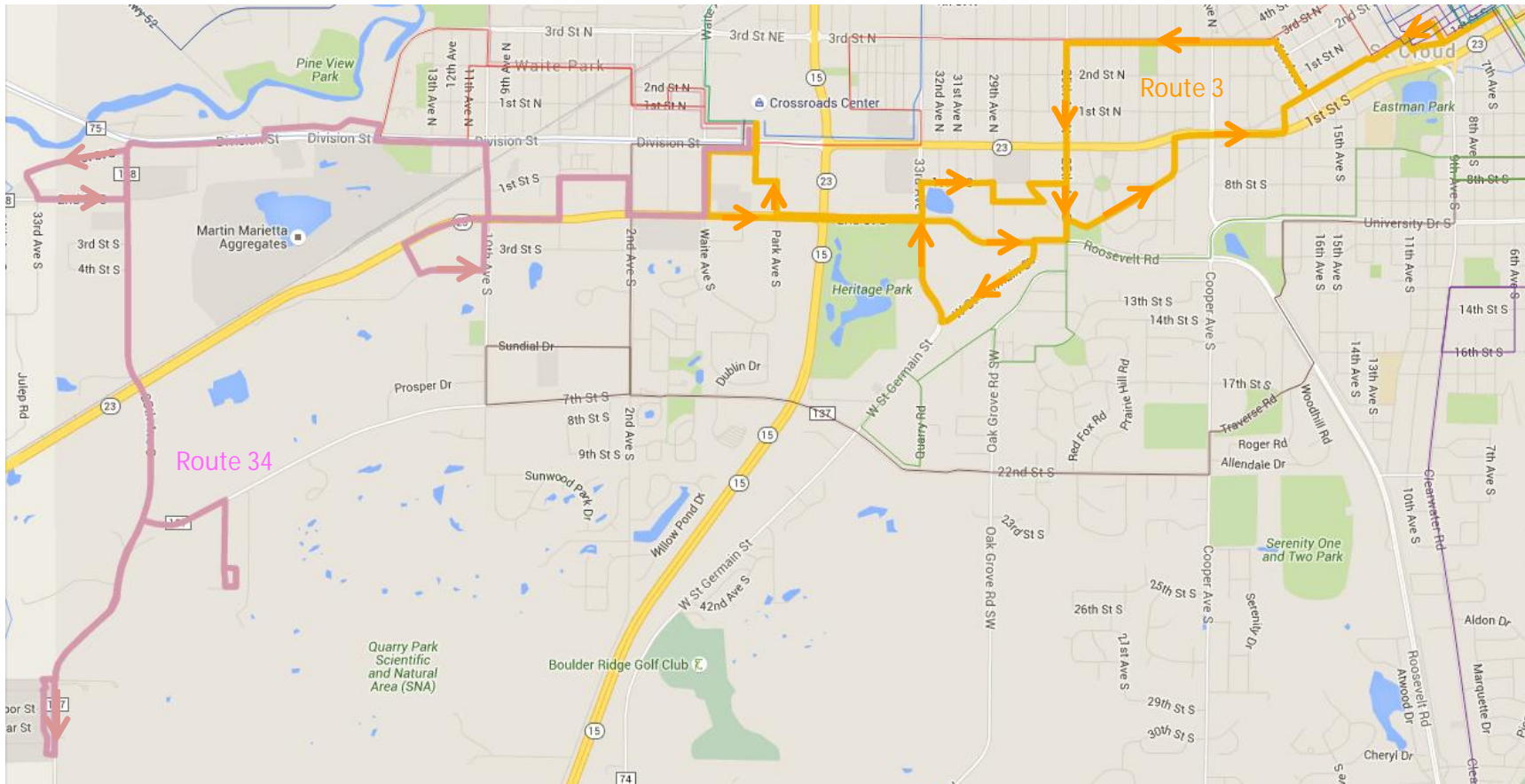


Table 6-26 – Proposed Route 3 and Route 34 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	9,863	9,863	9,863	11,154	11,154
Operating Cost	\$986,300	\$1,015,838	\$1,046,313	\$1,218,828	\$1,293,054
Peak Vehicles	3	3	3	3	3
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:45a – 10:12p 8:45a – 7:12p 8:45a – 6:12p 	<ul style="list-style-type: none"> 5:45a – 10:12p 8:45a – 7:12p 8:45a – 6:12p 	<ul style="list-style-type: none"> 5:45a – 10:12p 8:45a – 7:12p 8:45a – 6:12p 	<ul style="list-style-type: none"> 5:45a – 9:45p 8:45a – 7:20p 8:45a – 6:20p 	<ul style="list-style-type: none"> 5:45a – 9:45p 8:45a – 7:20p 8:45a – 6:20p
<ul style="list-style-type: none"> Peak Freq. (3/34) Midday Freq. (3/34) Saturday Freq. (3/34) Sunday Freq. (3/34) 	<ul style="list-style-type: none"> 30/0 minutes 60/0 minutes 60/0 minutes 60/0 minutes 	<ul style="list-style-type: none"> 30/0 minutes 60/0 minutes 60/0 minutes 60/0 minutes 	<ul style="list-style-type: none"> 30/0 minutes 60/0 minutes 60/0 minutes 60/0 minutes 	<ul style="list-style-type: none"> 30/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes 	<ul style="list-style-type: none"> 30/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> Route restructuring which will shorten the route Addition of Route 34 to provide coverage west of Crossroads Center 	<ul style="list-style-type: none"> No change

Figure 6-14 – Proposed Route 21 and Route 22

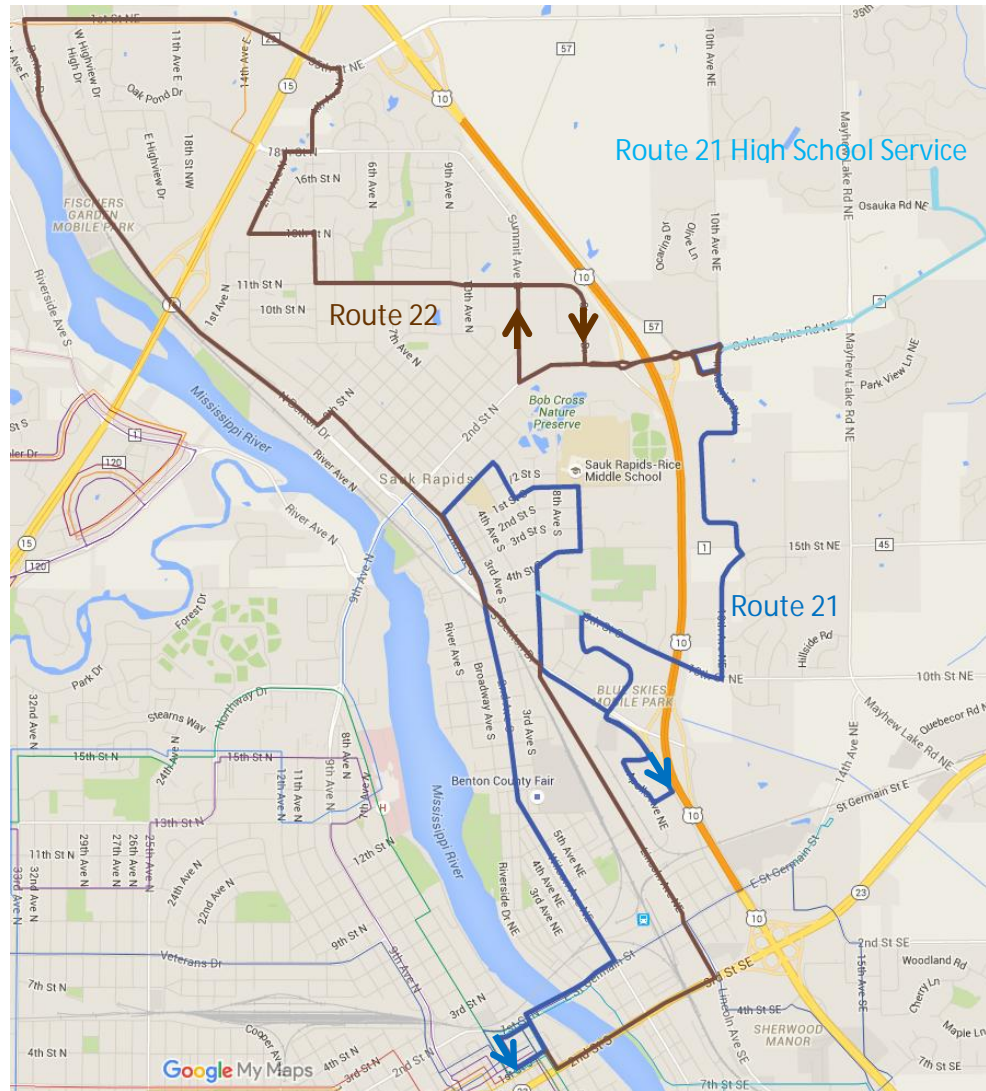


Table 6-27 – Proposed Route 21 and Route 22 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	8,102	8,102	8,102	9,624	9,624
Operating Cost	\$810,200	\$839,033	\$864,204	\$1,163,099	\$1,233,931
Peak Vehicles	2	2	2	2	2
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> 5:53a – 9:42p 8:45a – 6:42p 8:45a – 5:42p 	<ul style="list-style-type: none"> 5:53a – 9:42p 8:45a – 6:42p 8:45a – 5:42p 	<ul style="list-style-type: none"> 5:53a – 9:42p 8:45a – 6:42p 8:45a – 5:42p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 6:15p 8:15a – 5:15p 	<ul style="list-style-type: none"> 5:15a – 10:15p 8:15a – 6:15p 8:15a – 5:15p
<ul style="list-style-type: none"> Peak Freq. (21/22) Midday Freq. (21/22) Saturday Freq. (21/22) Sunday Freq. (21/22) 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 0/60 minutes 0/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 0/60 minutes 0/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 0/60 minutes 0/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes 	<ul style="list-style-type: none"> 60/60 minutes 60/60 minutes 60/60 minutes 60/60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> Restructuring of service in Sauk Rapids 	<ul style="list-style-type: none"> No change

Expansion Routes

The expansion routes are new services that expand the reach of the current system and/or allow for new trips to be made. Two expansion routes are proposed, one that provides service to Saint Joseph and another that provides a cross-town movement connecting Sartell to Crossroads Center. These two routes would both be implemented during *Phase Two*.

Route 30 – The proposed new Route 30 would provide a direct service between Sartell and Crossroads Center. This route operates from the Walmart in Sartell and provides service along Heritage Drive in Sartell, as well as along Veterans Drive. This route will provide service along 54th Avenue North to Crossroads Center and also serve the Kensington Apartments.

Route 30 is presented on Figure 6-15 with service statistics shown on Table 6-28.

Route 41 – The proposed new Route 41 would serve Saint Joseph and would provide service to an area that currently is not served, but has been identified as a potential growth market. This route is proposed to operate between Crossroads Center and Saint Joseph operating primarily along West Division Street/County Road 75. This route is not proposed to go into downtown Saint Cloud. In Saint Joseph the route will circulate in order to serve various locations in the area. The Saint Joseph route is expected to be implemented in Phase 2, although this route will be implemented at the time that Saint Joseph decides to join the MTC.

Route 41 is presented on Figure 6-16 with service statistics shown on Table 6-29.

Figure 6-15 – Proposed Route 30

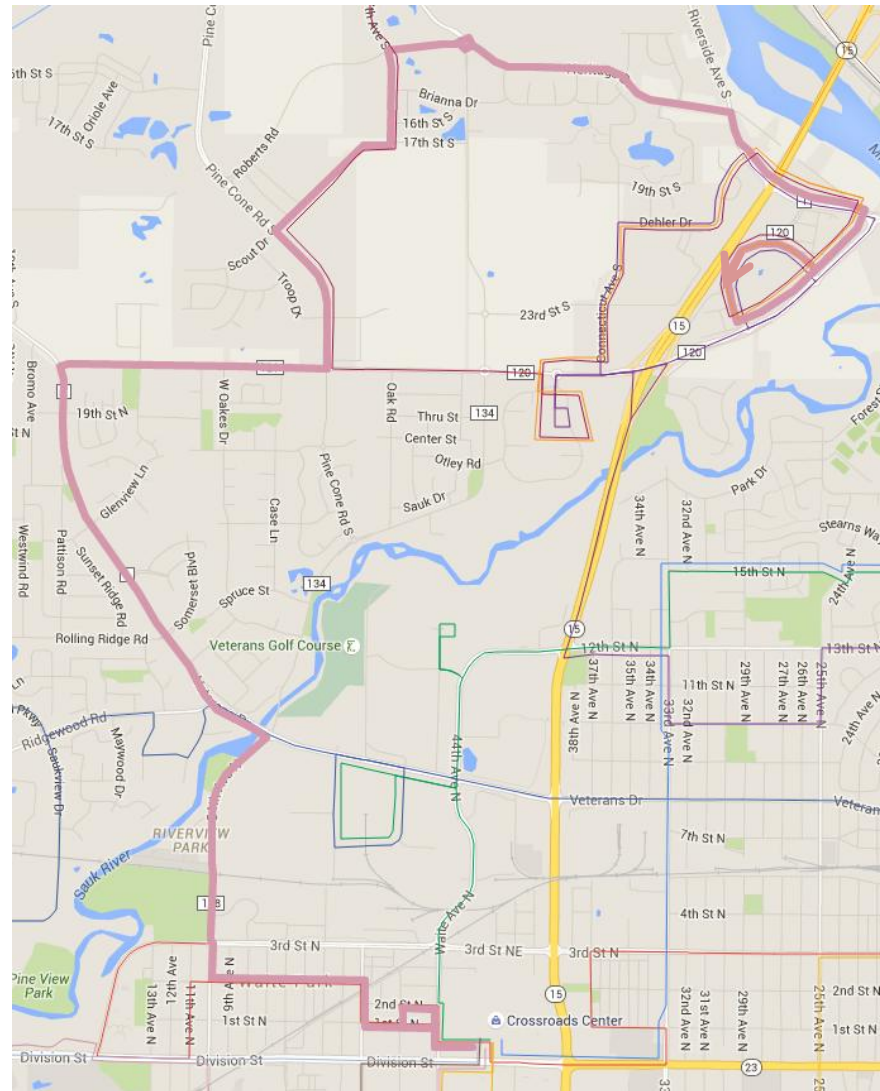


Table 6-28 – Proposed Route 30 Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	0	0	4,812	4,812	4,812
Operating Cost	\$0	\$0	\$510,505	\$525,820	\$557,843
Peak Vehicles	0	0	1	1	1
<ul style="list-style-type: none"> • Weekday Span • Saturday Span • Sunday Span 	<ul style="list-style-type: none"> • No service • No service • No service 	<ul style="list-style-type: none"> • No service • No service • No service 	<ul style="list-style-type: none"> • 5:45a – 8:45p • 8:45a – 6:45p • 8:45a – 5:45p 	<ul style="list-style-type: none"> • 5:45a – 8:45p • 8:45a – 6:45p • 8:45a – 5:45p 	<ul style="list-style-type: none"> • 5:45a – 8:45p • 8:45a – 6:45p • 8:45a – 5:45p
<ul style="list-style-type: none"> • Peak Freq. • Midday Freq. • Saturday Freq. • Sunday Freq. 	<ul style="list-style-type: none"> • No service • No service • No service • No service 	<ul style="list-style-type: none"> • No service • No service • No service • No service 	<ul style="list-style-type: none"> • 60 minutes • 60 minutes • 60 minutes • 60 minutes 	<ul style="list-style-type: none"> • 60 minutes • 60 minutes • 60 minutes • 60 minutes 	<ul style="list-style-type: none"> • 60 minutes • 60 minutes • 60 minutes • 60 minutes
Major Changes From Previous Phase		<ul style="list-style-type: none"> • No changes 	<ul style="list-style-type: none"> • New service route 	<ul style="list-style-type: none"> • No change 	<ul style="list-style-type: none"> • No change

Figure 6-16 – Proposed Route 41 (Saint Joseph)



Table 6-29 – Proposed Route 41 (Saint Joseph) Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	0	0	4,708	4,708	4,708
Operating Cost	\$0	\$0	\$499,472	\$514,456	\$545,786
Peak Vehicles	0	0	1	1	1
<ul style="list-style-type: none"> Weekday Span Saturday Span Sunday Span 	<ul style="list-style-type: none"> No service No service No service 	<ul style="list-style-type: none"> No service No service No service 	<ul style="list-style-type: none"> 5:40a – 8:40p 8:40a – 6:40p 8:40a – 5:40p 	<ul style="list-style-type: none"> 5:40a – 8:40p 8:40a – 6:40p 8:40a – 5:40p 	<ul style="list-style-type: none"> 5:40a – 8:40p 8:40a – 6:40p 8:40a – 5:40p
<ul style="list-style-type: none"> Peak Freq. Midday Freq. Saturday Freq. Sunday Freq. 	<ul style="list-style-type: none"> No service No service No service No service 	<ul style="list-style-type: none"> No service No service No service No service 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes 	<ul style="list-style-type: none"> 60 minutes 60 minutes 60 minutes 60 minutes
Major Changes From Previous Phase			<ul style="list-style-type: none"> New route 	<ul style="list-style-type: none"> No changes 	<ul style="list-style-type: none"> No changes

Campus Clippers and University Services

One of the significant aspects of this Long Range Transit Plan Update is that it integrates all of the “Campus Clipper” bus routes oriented to serving Saint Cloud State University (SCSU) into the existing Metro Bus fixed route system, as has been described in this section of the report.

All of the SCSU Clipper service is integrated into the Metro Bus service during Phase 1 of the implementation plan, as was previously mentioned. The integration of the SCSU Clippers results in a savings of approximately 5,901 revenue hours per year.

The remaining Saint Cloud State University services will remain unchanged. Service statistics are presented on Tables 6-30 through 6-32. These unchanged routes are as follows:

- Route 91 – Husky Shuttle
- Route 92 – Husky Shuttle Night
- Route 93 – Sundowner
- Route 94 – Late Night East
- Route 95 – Late Night South

Table 6-30 – Routes 91 and 92 (Husky Shuttle Service) Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	3,399	3,399	3,399	3,399	3,399
Operating Cost	\$339,900	\$350,138	\$360,642	\$371,462	\$394,084
Peak Vehicles	2	2	2	2	2
• Weekday Span ⁷	• 6:50a – 11:20p	• 6:50a – 11:20p	• 6:50a – 11:20p	• 6:50a – 11:20p	• 6:50a – 11:20p
• Peak Freq.	• 10 minutes	• 10 minutes	• 10 minutes	• 10 minutes	• 10 minutes
• Midday Freq.	• 10 minutes	• 10 minutes	• 10 minutes	• 10 minutes	• 10 minutes

Table 6-31 – Route 93 (Sundowner) Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	1,236	1,236	1,236	1,236	1,236
Operating Cost	\$123,600	\$127,274	\$131,092	\$135,025	\$143,248
Peak Vehicles	1	1	1	1	1
• All days	• 6:45p – 12:15a	• 6:45p – 12:15a	• 6:45p – 12:15a	• 6:45p – 12:15a	• 6:45p – 12:15a
• Sun-Thrs Freq.	• 60 minutes	• 60 minutes	• 60 minutes	• 60 minutes	• 60 minutes
• Fri-Sat Freq.	• 30 minutes	• 30 minutes	• 30 minutes	• 30 minutes	• 30 minutes

Table 6-32 – Routes 94 and 95 (Late Nite) Service Statistics

	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
Service Hours	829	829	829	829	829
Operating Cost	\$82,900	\$85,358	\$87,919	\$90,556	\$96,071
Peak Vehicles	2	2	2	2	2
• Thrs-Sat Span	• 10:20p – 2:37a	• 10:20p – 2:37a	• 10:20p – 2:37a	• 10:20p – 2:37a	• 10:20p – 2:37a
• Thrs-Sat Freq. (94/95)	• 20/15 minutes	• 20/15 minutes	• 20/15 minutes	• 20/15 minutes	• 20/15 minutes

⁷ Sunday through Thursday only, Friday and Saturday service ends at 5:30PM

Long Term Plan Concepts

The service plan provided in this section of the report provides a plan of action to improve the Metro Bus system over the next five years. Nonetheless, there are several longer term potential service proposals that will enhance the route network by providing additional services in the region. These are based on the need to meet the needs of the area in the future as the area grows. These long term concepts are vaguely phased as being beyond the initial five year service plan in order to provide Metro Bus with the ability to meet the area needs without committing to specific services. Below are the long term concepts for system expansion:

- Transit Hubs – The route proposals outlined above create a system of major transfer points outside of the Downtown Transit Center. These include the Crossroads Center, Coburn's in Sauk Rapids, and the new Walmart in Sartell. Continued investment in these transfer sites should be pursued to improve the customer experience for transferring passengers.
- Additional services to serve new areas – Metro Bus should continue to evaluate service to new generators and areas within the service area for possible new services. Possible new areas to serve as they grow could be – in the long term – the 33rd Street South corridor or the Opportunity Drive area along Interstate 94. It may be possible that some potential future service areas would be served by an alternative deliver method (e.g., contracts with ride hail services, vanpools, general public demand response service, et cetera).
- Improved Spans of Service – In the longer term, enhanced spans of service (i.e., longer service hours) may be desired, particularly during the weekends or in the very late night/early morning hours during the weekdays on certain key routes.

Implementation Phasing

The three phases of implementation for the Saint Cloud Metro Bus Long Range Transit Plan Update were presented previously, along with the descriptions of each of the proposed service modifications. The fiscal years in which each phase is assumed to occur are as follows:

- Phase 1 = FY 2017
- Phase 2 = FY 2018
- Phase 3 = FY 2019

Dial-A-Ride Impacts

The expansion of Metro Bus service will create a commensurate expansion in the number of hours that the Dial-A-Ride service will be operated. It has been estimated that each Dial-A-Ride bus will operate approximately 1,975 hours per year. With an assumed operating cost of \$100.00 per hour increasing annually by three percent, the additional Dial-A-Ride costs for the Long Range Transit Plan Update are estimated to be as follows:

- Phase 1 = 2 additional Dial-A-Ride vehicles = approximately \$406,850 additional annual operating costs
- Phase 2 = 4 additional Dial-A-Ride vehicles/total of 6 new Dial-A-Ride vehicles = approximately \$1,257,167 additional annual operating costs
- Phase 3 = 1 additional Dial-A-Ride vehicle/total of 7 new Dial-A-Ride vehicles = approximately \$1,510,658 additional annual operating costs
- Post Phase 3 (Year 5) = total of 7 new Dial-A-Ride vehicles = approximately \$1,602,657 additional annual operating costs

The capital cost impacts of these additional Dial-A-Ride vehicles will be presented subsequently. The additional Dial-A-Ride vehicles will be utilized to continue to provide the complementary demand responsive paratransit service mandated by the American with Disabilities Act (ADA), particularly for the span of service adjustments proposed for the fixed route service in Phase One and the extensions of the service area proposed for the fixed route service in Phase Two.

Transit Center Impacts

The general impacts of the proposed service plan on the capacity at each of the existing transit centers was calculated to ascertain if there would be too many buses present at each transit center at any one time. For the purposes of these capacity estimates, five minute “windows” were utilized for each bus. The number of buses at each of the two main transit centers is presented in Table 6-33. The most buses seen at any one time will be 11 at the Downtown Transit Center (at 15 minutes past each hour) and 3 at Crossroads Center (at :00, :15 and :30 past each hour). This would appear to be within the capacity of both facilities, although some minor adjustments to operating practices may be required. It should be noted that the 11 buses at the Downtown Transit Center only occur at 9:15AM, 10:15AM, 3:15PM, 4:15PM and 5:15PM, because Routes 3 and 5 are only at the Downtown Transit Center during the peak hours (and the “peak hours” for Route 3 are actually between 9:15AM and 5:15PM). At the other quarter past the hour intervals, there would be only 10 buses present at the Downtown Transit Center.

Table 6-33 – Transit Center Impacts

Time	Downtown Transit Center		Crossroads Center	
	Routes	Number of Buses	Routes	Number of Buses
:00	6, 8, 12	3	1(EB), 1(WB), 33	3
:15	1, 2, 3, 4, 5, 6, 9, 10, 11, 21, 22	11 (most hours will have 10 buses)	2, 5, 30	3
:20			3, 34	2
:30	6, 8	2	1(EB), 1(WB), 33	3
:40			3, 41	2
:45	1, 2, 3, 4, 5, 7, 9, 11	8	2, 5	2

Note: Number of buses is presented for the peak period during the school year

6.4.2 Ridership Estimates

This section presents the estimated annual ridership for this service plan. The modified route network will affect ridership on all services that Metro Bus operates. The annual ridership presented for each phase in Table 6-34 below assumes that Phase 1 will be fiscal year 2017, Phase 2 is fiscal year 2018, and Phase 3 is fiscal year 2019. Below are the assumptions used for estimating ridership for each route:

- Ridecheck data was used to distribute ridership from existing routes to the proposed routes.
- Ridership changes were calculated based on applying 35 percent of the passengers per hour for each route to the difference in revenue hours for each phase⁸.
- Fare changes are not accounted for in these ridership projections as there are assumed to be no fare increases during the life of the plan.
- An additional ridership growth of three percent per year was assumed for the period between Phase 3 and “Post Phase 3/Year 5” stage.
- The ridership estimate and projections compare ridership for all of the fixed routes. The ridership estimate is based on annual ridership.

Table 6-34 – Ridership Projection by Route and Phase

Route	Current	Phase 1	Phase 2	Phase 3	Post Phase 3 (Year 5)
1	248,953	248,953	237,644	237,644	251,902
2	242,820	242,820	283,959	283,959	300,997
3	135,000	135,000	135,000	110,444	117,070
4	74,219	74,219	91,174	91,174	96,645
5	64,909	87,056	87,056	87,056	92,279
6	104,946	174,942	174,942	174,942	185,439
7	53,806	62,478	62,478	62,478	66,226
8	0	182,428	182,428	182,428	193,374
9	88,958	75,078	75,078	75,078	79,583
10	26,214	26,214	60,036	60,036	63,639
11	236,400	197,563	197,563	197,563	209,417
12	19,138	161,037	161,037	161,037	170,699
21	58,553	58,553	58,553	83,625	88,643
22	95,402	95,402	95,402	82,997	87,977
30	0	0	52,539	52,539	55,691
31	52,847	52,847	29,868	29,868	31,660
32	28,414	28,414	28,844	28,844	30,574
33	86,240	48,234	48,234	48,234	51,128
34	0	0	0	24,557	26,030
41	0	0	32,485	32,485	34,434
81	43,335	0	0	0	0
82	39,797	0	0	0	0
83	39,207	0	0	0	0
84	33,945	0	0	0	0
85	51,516	0	0	0	0
91	220,529	220,529	220,529	220,529	233,761
92	15,828	15,828	15,828	15,828	16,778
93	25,883	25,883	25,883	25,883	27,436
94	3,411	3,411	3,411	3,411	3,616
95	19,818	19,818	19,818	19,818	21,007
Total	2,110,088	2,236,707	2,379,788	2,392,455	2,536,003

⁸ From *Patronage Impact of Changes in Transit Fares and Services*, US Department of Transportation Urban Mass Transportation Administration, 1980

6.4.3 Financial Estimates

The revenues and deficits for each route and phase are presented in Table 6-35.

For the purposes of showing the order-of-magnitude subsidy required to operate the Metro Bus fixed route system by Phase 3, an average fare of \$0.815 per boarding passenger was assumed, thus meaning that there would be no fare increases throughout the life of the service plan.

6.5 Title VI Overview/Analysis

Title VI of the 1964 Civil Rights Act requires that any service plan developed for the Saint Cloud Metro Bus system not disparately impact minority populations or low income populations. The most recent guidance from the Federal Transit Administration (FTA) indicates that areas of concern regarding Title VI are those with greater than a 50 percent minority population (i.e., everything but “Not Hispanic, White Alone” from the Census Bureau) and greater than 50 percent low income (i.e., defined as income less than 150 percent of the poverty level). As shown in Figure 6-17, some portions of the Saint Cloud Metro Bus service area have notable minority and low income populations. However, only one census tract meets both criteria; nonetheless, this tract remains well-served as the proposed service plan does not reduce geographic coverage in any portion of the Saint Cloud Metro Bus service area. In fact, geographic coverage and the spans of service are both improved with the proposed service plan. Thus, there is no disparate impact on any of the affected populations.

Figure 6-17 – Minority and Low-Income Populations

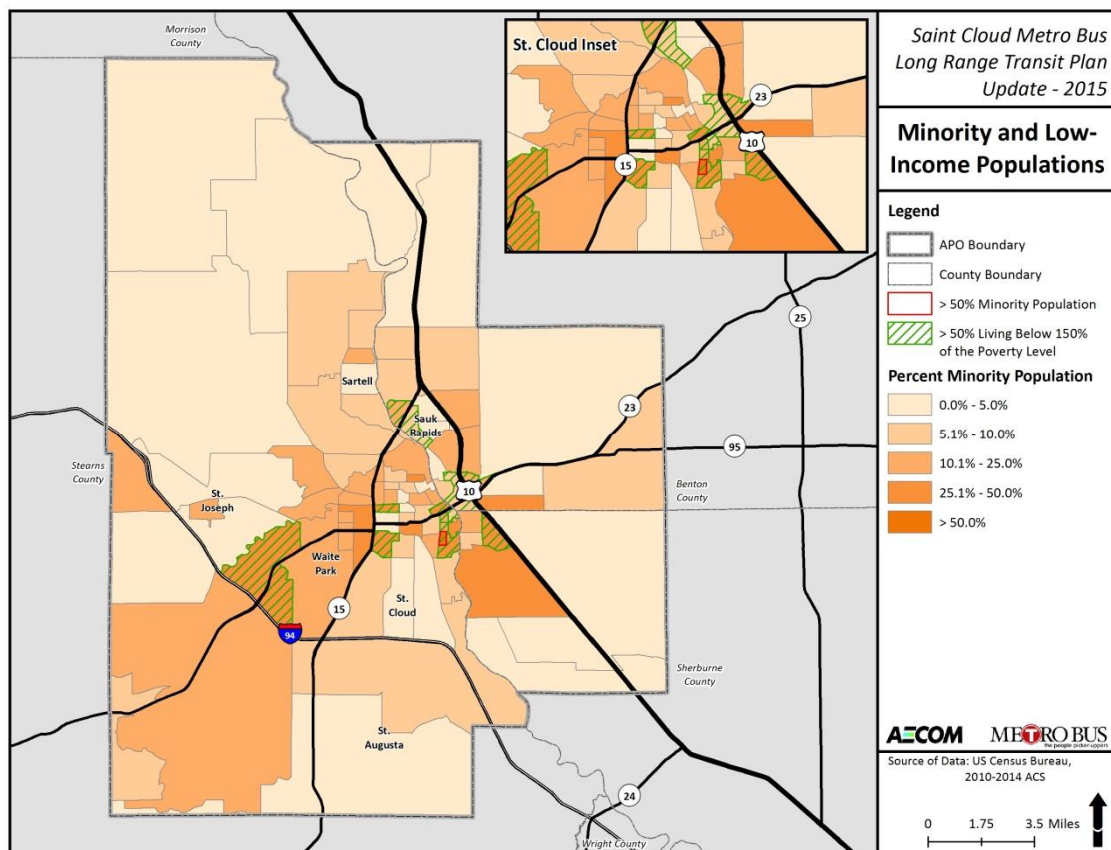


Table 6-35 – Cost, Revenue, and Deficit Projection by Route and Phase

	Current			Phase 1			Phase 2			Phase 3			Post Phase 3 (Year 5)		
Route	Cost	Revenue	Subsidy	Cost	Revenue	Subsidy	Cost	Revenue	Subsidy	Cost	Revenue	Subsidy	Cost	Revenue	Subsidy
1	\$921,077	\$202,897	\$718,180	\$948,709	\$202,897	\$745,813	\$1,151,289	\$193,680	\$957,609	\$1,185,827	\$193,680	\$992,148	\$1,258,044	\$205,300	\$1,052,744
2	\$903,160	\$197,898	\$705,262	\$930,255	\$197,898	\$732,357	\$1,151,289	\$231,427	\$919,862	\$1,185,827	\$231,427	\$954,401	\$1,258,044	\$245,312	\$1,012,732
3	\$986,250	\$110,025	\$876,225	\$1,015,838	\$110,025	\$905,813	\$1,046,313	\$110,025	\$936,288	\$693,007	\$90,011	\$602,996	\$735,212	\$95,412	\$639,799
4	\$334,850	\$60,488	\$274,362	\$344,896	\$60,488	\$284,407	\$954,386	\$74,307	\$880,079	\$983,017	\$74,307	\$908,710	\$1,042,883	\$78,765	\$964,117
5	\$304,150	\$52,901	\$251,249	\$742,733	\$70,951	\$671,782	\$765,015	\$70,951	\$694,064	\$787,965	\$70,951	\$717,015	\$835,953	\$75,208	\$760,745
6	\$272,250	\$85,531	\$186,719	\$450,368	\$142,578	\$307,790	\$463,879	\$142,578	\$321,301	\$477,795	\$142,578	\$335,217	\$506,893	\$151,133	\$355,760
7	\$165,750	\$43,852	\$121,898	\$157,590	\$50,919	\$106,671	\$162,318	\$50,919	\$111,398	\$167,187	\$50,919	\$116,268	\$177,369	\$53,975	\$123,394
8	\$0	\$0	\$0	\$797,838	\$148,679	\$649,159	\$821,773	\$148,679	\$673,094	\$846,426	\$148,679	\$697,747	\$897,974	\$157,600	\$740,374
9	\$332,760	\$72,501	\$260,259	\$339,746	\$61,188	\$278,557	\$349,938	\$61,188	\$288,749	\$360,436	\$61,188	\$299,248	\$382,387	\$64,860	\$317,527
10	\$410,255	\$21,364	\$388,891	\$422,563	\$21,364	\$401,198	\$548,591	\$48,930	\$499,662	\$565,049	\$48,930	\$516,120	\$599,461	\$51,865	\$547,595
11	\$487,550	\$192,666	\$294,884	\$994,671	\$161,014	\$833,657	\$1,024,511	\$161,014	\$863,497	\$1,055,246	\$161,014	\$894,233	\$1,119,511	\$170,675	\$948,836
12	\$242,150	\$15,597	\$226,553	\$558,878	\$131,245	\$427,633	\$575,644	\$131,245	\$444,399	\$592,914	\$131,245	\$461,669	\$629,022	\$139,120	\$489,903
21	\$312,375	\$47,721	\$264,654	\$321,746	\$47,721	\$274,026	\$331,399	\$47,721	\$283,678	\$581,549	\$68,154	\$513,395	\$616,966	\$72,244	\$544,722
22	\$502,220	\$77,753	\$424,467	\$517,287	\$77,753	\$439,534	\$532,805	\$77,753	\$455,053	\$581,549	\$67,643	\$513,907	\$616,966	\$71,701	\$545,264
30	\$0	\$0	\$0	\$0	\$0	\$0	\$510,505	\$42,819	\$467,686	\$525,820	\$42,819	\$483,001	\$557,843	\$45,388	\$512,455
31	\$375,500	\$43,070	\$332,430	\$386,765	\$43,070	\$343,695	\$510,505	\$24,342	\$486,163	\$525,820	\$24,342	\$501,478	\$557,843	\$25,803	\$532,040
32	\$434,700	\$23,157	\$411,543	\$447,741	\$23,157	\$424,584	\$510,505	\$23,508	\$486,997	\$525,820	\$23,508	\$502,313	\$557,843	\$24,918	\$532,925
33	\$556,025	\$70,286	\$485,739	\$611,408	\$39,311	\$572,097	\$629,750	\$39,311	\$590,440	\$648,643	\$39,311	\$609,332	\$688,145	\$41,669	\$646,476
34	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$525,820	\$20,014	\$505,807	\$557,843	\$21,214	\$536,628
41	\$0	\$0	\$0	\$0	\$0	\$0	\$499,472	\$26,475	\$472,996	\$514,456	\$26,475	\$487,980	\$545,786	\$28,064	\$517,722
Clippers	\$590,055	\$169,357	\$420,698	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
91	\$247,146	\$179,731	\$67,415	\$254,560	\$179,731	\$74,829	\$262,197	\$179,731	\$82,466	\$270,063	\$179,731	\$90,332	\$286,510	\$190,515	\$95,995
92	\$92,794	\$12,900	\$79,894	\$95,578	\$12,900	\$82,678	\$98,445	\$12,900	\$85,545	\$101,399	\$12,900	\$88,499	\$107,574	\$13,674	\$93,900
93	\$123,567	\$21,095	\$102,472	\$127,274	\$21,095	\$106,179	\$131,092	\$21,095	\$109,998	\$135,025	\$21,095	\$113,930	\$143,248	\$22,360	\$120,888
94	\$35,212	\$2,780	\$32,432	\$36,268	\$2,780	\$33,488	\$37,356	\$2,780	\$34,576	\$38,477	\$2,780	\$35,697	\$40,820	\$2,947	\$37,874
95	\$47,660	\$16,152	\$31,508	\$49,090	\$16,152	\$32,938	\$50,562	\$16,152	\$34,411	\$52,079	\$16,152	\$35,928	\$55,251	\$17,121	\$38,130
TOTAL	\$8,677,456	\$1,719,722	\$6,957,734	\$10,551,800	\$1,822,916	\$8,728,884	\$13,119,539	\$1,939,527	\$11,180,012	\$13,927,220	\$1,949,851	\$11,977,369	\$14,775,387	\$2,066,842	\$12,708,545

7 Saint Cloud State University Service Analysis

As was previously mentioned, a significant aspect of this Long Range Transit Plan Update is that it integrates all of the “Campus Clipper” bus routes oriented to serving Saint Cloud State University (SCSU) into the existing Metro Bus fixed route system, as was described in the prior section of the report.

All of the SCSU Clipper service is integrated into the Metro Bus service during Phase 1 of the implementation plan. No geographic coverage will be lost by having the Clipper service integrated into the regular fixed route service. However, the frequencies of service may change. The Clipper Routes being integrated into the Metro Bus fixed route service – and the modified routes serving each Clipper’s service area – are listed below:

- Clipper Routes 81 and 82 – These two Clipper routes will be integrated into Route 8. Clipper Routes 81 and 82 operate a combined frequency of every 15 minutes; however, they only operate on weekdays. Route 8 will operate every 30 minutes throughout the day, and will also serve the Downtown Transit Center as well as Sterling Heights Apartments. Additionally, Route 8 will operate hourly on Saturdays and Sundays.
- Clipper Route 83 – This Clipper route will be integrated into Routes 6 and 8. Clipper Route 83 operates every 30 minutes; however, it only operates on weekdays. Route 6 will operate approximately every 20 minutes on weekdays and hourly on Saturdays and Sundays, but riders from the areas north of 7th Street SE may need to transfer at the Downtown Transit Center to reach SCSU, depending on service is scheduled. Route 8 will operate every 30 minutes throughout the day, and will also serve the Downtown Transit Center as well as Sterling Heights Apartments. Additionally, Route 8 will operate hourly on Saturdays and Sundays.
- Clipper Route 84 – This Clipper route will be integrated into Route 12. Clipper Route 84 operates every 30 minutes; however, it only operates on weekdays. Route 12 will operate every 60 minutes on weekdays and hourly on Saturdays and Sundays, and will also serve the Downtown Transit Center. However, it should be noted that the service area served by Clipper Route 84 is within walking distance of the SCSU campus, and the northern portion is also served by Routes 5 and 11, each of which operate every 30 minutes throughout the weekday.
- Clipper Route 85 – This Clipper route will be integrated into Routes 5 and 11. Clipper Route 85 operates every 30 minutes; however, it only operates on weekdays. Route 5 will operate every 30 minutes on weekdays and hourly on Saturdays and Sundays. Route 11 will operate every 30 minutes throughout the day, and hourly on Saturdays and Sundays. Both Routes 5 and 11 will also serve the Downtown Transit Center.

In the aggregate, some areas will see less service to SCSU, some will see more, and some will see about the same. However, it is expected that the integration of the service into the regular Metro Bus system will improve the overall productivity of the system.

The remaining Saint Cloud State University services will remain unchanged. These unchanged routes are as follows:

- Route 91 – Husky Shuttle
- Route 92 – Husky Shuttle Night
- Route 93 – Sundowner
- Route 94 – Late Night East
- Route 95 – Late Night South

8 Capital Improvements

There are a number of capital improvements that are needed to support Metro Bus in implementing this plan. The primary needs are buses to operate the system, but that is not the only need. To maintain a reliable fleet a well-funded preventive maintenance program, along with maintenance tools, and a place to store and maintain vehicles is needed.

New bus stops will be needed to support two-way service as well as service to new parts of the metropolitan area, such as Sterling Heights and Saint Joseph. Many bus stops will need amenities such as bus shelters or benches.

This chapter highlights the capital needs, with costs presented in the Long-Range Transit Plan presented in a subsequent chapter.

8.1 Buses

The primary capital need is a sufficient number of buses to operate services.

Table 8-1 presents the peak number of buses, along with vehicle type, needed to operate each route during each phase of the plan. Using a 15% spares ratio, the number of spare buses required is also presented. This first table only presents the fixed route needs.

A summary of vehicles needed by vehicle type for all services, including fixed route, Dial-A-Ride, and commuter services (i.e., the Northstar Link) is presented on Table 8-2 for each phase.

Table 8-1 – Peak Period Vehicle Requirements and Vehicle Type

Route	Bus Type	Current	Phase 1	Phase 2	Phase 3
1	35-foot	2	2	2	2
2	35-foot	2	2	2	2
3	35-foot	3	3	3	2
4	35-foot	1	1	2	2
5	35-foot	1	2	2	2
6	35-foot	0.5	1.5	1.5	1.5
7	35-foot	0.5	0.5	0.5	0.5
8	35-foot	0	2	2	2
9	35-foot	1	1	1	1
10	35-foot	1	1	1	1
11	35-foot	1	2	2	2
12	35-foot	1	1	1	1
21	35-foot	1	1	1	1
22	35-foot	1	1	1	1
30	Cutaway	0	0	1	1
31	Cutaway	1 ⁹	1	1	1
32	Cutaway	1	1	1	1
33	35-foot	2	2	2	2
34	Cutaway	0	0	0	1
41	Cutaway	0	0	1	1
Campus Clippers	35-foot	5	0	0	0
Husky Shuttle ¹⁰	40-foot	2	2	2	2
Total Peak Requirements		27	27	30	30
Total Peak Cutaway		1	2	4	5
Total Peak 35-Foot Buses		24	23	24	23
Total Peak 40-Foot Buses		2	2	2	2

Table 8-2 – Total System Vehicle Requirements

Phase	Vehicle Use	Commuter Coach	40-Foot Bus	35-Foot Bus	Cutaway	Dial-A-Ride
Current	Peak Vehicles	4	2	24	1	20
	Spare Vehicles	2	1	4	1	4
	Total Vehicles	6	3	28	2	24
Phase 1	Peak Vehicles	4	2	23	2	22
	Spare Vehicles	2	1	4	1	4
	Total Vehicles	6	3	27	3	26
Phase 2	Peak Vehicles	4	2	24	4	26
	Spare Vehicles	2	1	4	1	4
	Total Vehicles	6	3	28	5	30
Phase 3	Peak Vehicles	4	2	23	5	27
	Spare Vehicles	2	1	4	1	5
	Total Vehicles	6	3	27	6	32

To determine the need for purchasing buses, the tables above were compared to the current fleet and capital plan to provide a vehicle purchase plan. This plan, which is presented on Table 8-3, assumes that

⁹ Current Route 31 between Saint Cloud Transit Center and Sartell operates with a 35-foot bus

¹⁰ Other SCSU Contract services are during off-peak periods

large buses (commuter coach, 40-foot bus, 35-foot bus) have an in-service life of 12 years. The smaller cutaway and dial-a-ride buses have an in-service life of five years.

Table 8-3 – Bus Purchase Requirements

Year	Vehicle Use	Commuter Coach	40-Foot Bus	35-Foot Bus	Cutaway	Dial-A-Ride
Fiscal Year 2017	Replacement Vehicles	6	3	5	3	24
	Expansion Vehicles	0	0	0	0	2
	Total Vehicles	6	3	5	3	26
Fiscal Year 2018	Replacement Vehicles	0	0	0	0	1
	Expansion Vehicles	0	0	0	2	4
	Total Vehicles	0	0	0	2	5
Fiscal Year 2019	Replacement Vehicles	0	0	3	0	0
	Expansion Vehicles	0	0	0	1	2
	Total Vehicles	0	0	0	1	2
Fiscal Year 2020	Replacement Vehicles	0	0	0	0	0
	Expansion Vehicles	0	0	0	0	0
	Total Vehicles	0	0	0	0	0
Fiscal Year 2021	Replacement Vehicles	0	0	0	0	0
	Expansion Vehicles	0	0	0	0	0
	Total Vehicles	0	0	0	0	0
Fiscal Year 2022	Replacement Vehicles	0	0	4	0	0
	Expansion Vehicles	0	0	0	0	0
	Total Vehicles	0	0	4	0	0

Based on the current fleet and planned expansions, there will be no need to expand the large bus fleet, as much of the expansion will utilize vehicles that today are operating on the Campus Clipper services. Large buses will still need to be replaced as buses reach the end of their in-service life. The only exception is if additional Northstar Link buses are needed due to changes in the Northstar Commuter Rail service, although no changes are projected at this time.

Cutaway and Dial-A-Ride vehicles are vehicles that have a five year in-service life. This fleet will both be expanded and there is a need to purchase replacement vehicles as well. The cutaway vehicles for fixed routes would operate on services that have lower ridership. Dial-A-Ride vehicles are needed to support the growth in service and expansion of the service area.

To calculate the need for Dial-A-Ride vehicles, it is assumed that Dial-A-Ride would continue to operate approximately 40% of the hours that fixed route operates, and each Dial-A-Ride vehicle would operate and average of 1,975 hours in a year. This predictive factor was also previously used for the development of additional operating costs for the Dial-A-Ride service.

8.2 Other Major Capital Needs

Beyond vehicles, the other significant capital need is the requirement for an additional operations facility. The site of the current facility will essentially run out of additional space – the facility will meet the needs of Metro Bus throughout the five year duration of this plan (with some expansion of vehicle parking/storage space); however, further growth in the Metro Bus network will require additional maintenance and storage capacity. Planning should start for a new operations and maintenance facility,

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ideally located in the western portions of the service area (near Waite Park) in an effort to reduce deadhead mileage.

Other sections of this report will deal with specific capital needs. These include planning studies that are presented in the Long Range Transportation Plan chapter. Also there are needs for facilities at secondary transit centers, along with the need to find a long-term solution to the constraints for buses at Crossroads Center.

9 Secondary Hub Analysis

The secondary hub analysis provides an analysis of all the current and proposed transit hubs that Metro Bus will serve under this plan. The primary secondary hub is at Crossroads Center Mall, which is served by many of the bus routes in the western portions of the service area. However, there are also transit hubs at Saint Cloud State University and in Sartell. Based on the route proposals there will be a new hub in Sauk Rapids. The sections below describe each hub and provide an analysis of issues with these transit hubs and how they may be addressed.

9.1 Crossroads Center Mall

Crossroads Center Mall serves as a major bus stop and transfer point for Metro Bus. The Metro Bus stop is located along the mall curb front at the AT&T store. This bus hub does have a large shelter for passenger waiting. Metro Bus has a 25 year lease with Crossroads Center Mall, with approximately 15 years remaining on this lease.

This stop is currently served by the following four Routes; 1, 2, 3, and 33. In Phase 1 Route 5 will also serve the Crossroads Mall hub, resulting in five bus routes serving this hub. In Phase 2 new Routes 30 and 41 will serve the Crossroads Center Mall hub, resulting in seven routes serving the mall. In Phase 3 new Route 34 will serve the Crossroads Center Mall hub, resulting in eight routes serving the mall. The current bus stop has space for three buses, which will be met three times per hour, as shown on Table 9-1.

Table 9-1 – Expected Bus Times at the Crossroad Center Mall Bus Stop

Time Past the Hour	Routes	Number of Buses (Phase 1)	Number of Buses (Phase 2)	Number of Buses (Phase 3 and beyond)
:00	1(eb), 1(wb), 33	3	3	3
:15	2, 5, 30	2	3	3
:20	3, 34	1	1	2
:30	1(eb), 1(wb), 33	3	3	3
:40	3, 41	1	2	2
:45	2, 5	2	2	2

While Metro Bus's lease with Crossroads Center Mall does not expire for another 15 years, Metro Bus will face capacity constraints at this site. Metro Bus needs a bus hub that can accommodate six buses at a time with some room to grow in order to accommodate additional services in the western portion of the metropolitan area. The Crossroads Center Mall location is a good location as it is at a major ridership generator, however, Metro Bus would want a site that they would control and not have to lease from a third party. Regardless of the site of a new western metro area bus hub, Metro Bus should continue to provide service to Crossroads Center Mall in order to best serve Metro Bus passengers.

9.2 Saint Cloud State University

Saint Cloud State University functions as a transit hub today connecting the current Campus Clipper Routes with Route 11 that connects Downtown Saint Cloud and Saint Cloud State University. The route alternatives for Saint Cloud State University replace the Campus Clipper routes with bus routes that

serve Downtown Saint Cloud operating through the Saint Cloud State University. This will obviate the need for transfers at Saint Cloud State University. The amenities at the Atwood Center/Miller Learning Resources Center bus stop should remain as this stop does serve a large number of passengers.

9.3 Sartell Walmart

The Walmart in Sartell serves as a bus hub allowing for transfers between the current Routes 31 and 32. The proposed restructuring of service in Sartell, which would be implemented in the second phase, will result in four routes serving this hub – Routes 4, 30, 31, and 32. The current bus hub has space for three large buses and the current passenger amenities are sufficient for this hub to function and allow passengers to transfer and wait comfortably.

The Phase 2 proposal will result in four buses serving the Walmart bus hub at a given time each hour. Of the buses that will serve this hub, only one bus would be a large bus; the other buses would be smaller cutaway buses. Since three out of the four routes will utilize smaller buses, there should be enough space at the current bus stop for all four buses. The concern is if a large bus needs to be substituted on any of the routes, either due to vehicle availability or higher than projected passenger volumes. In that case, there may be issues with capacity at this hub. Possible solutions would be to extend the length of the bus stop or to have some buses serve the stop from inside the Walmart parking lot.

9.4 Sauk Rapids Coburns

Currently there is no bus hub in Sauk Rapids, as the two routes that serve Sauk Rapids operate a bi-directional loop through the city and serve the same areas. Both routes also provide service to the main Metro Bus transfer hub in Downtown Saint Cloud. Therefore, there is currently no need to transfer between the two routes in Sauk Rapids. The service alternatives that will be implemented in Phase 1 will extend Route 33 service into Sauk Rapids, while Routes 21 and 22 will be restructured in Phase 3. This will result in the need for a bus hub in Sauk Rapids to provide a comfortable waiting area for passengers that need to transfer to access different parts of Sauk Rapids or to transfer to and from Route 33.

The Coburns in Sauk Rapids is an ideal location for a bus hub in Sauk Rapids. The stop at Coburns is already a high ridership stop, it is near the center of Downtown Sauk Rapids where there is already commercial activity, and there are a number of residential areas located nearby. This bus hub would be at an existing on-street location. This stop would only need to be large enough to serve two buses at a time since schedules will not be well coordinated at this location. To facilitate transfers, improvements to passenger amenities such as benches and a shelter will be needed.

10 Other Transportation Services

This chapter presents other regional transportation operations and how Saint Cloud Metro Bus will coordinate and interact with these services. The other key public transportation provider in the region is the Northstar Commuter Rail. Major operators that Metro Bus needs to coordinate with include the local county rural transit systems and inter-city operators. This chapter also presents Intelligent Transportation Systems (ITS) initiatives in the Saint Cloud area and how they pertain to Metro Bus.

10.1 Northstar Coordination and Integration

The Northstar Corridor is a 40 mile commuter rail line operating between Big Lake in Sherburne County and Minneapolis. The commuter rail line opened for service on November 16th, 2009. There is an extension proposed for the Northstar Commuter Rail that will bring it to Saint Cloud. In the meantime a commuter connection bus, called the Northstar Link, is operating between the Downtown Transit Center, SCSU, East Saint Cloud and the Big Lake terminal of the commuter.

The Northstar Link bus is operated by Saint Cloud Metro Bus under contract to the Northstar Corridor Development Authority (NCDA). The primary service is between a park and ride lot at U.S Route 10 and Lincoln Avenue SE in East Saint Cloud. Northstar Link trips also provide access to Saint Cloud State University and Downtown Saint Cloud. Reverse commute service is available on all bus trips from Big Lake, however there is only one reverse commute train from Minneapolis.

The long term plans have the Northstar Commuter Rail serving Saint Cloud, potentially at the East Saint Cloud park-and-ride location. When train service is at this location it is desirable that Metro Bus buses will meet all arriving and departing trains.

Meanwhile, Metro Bus will continue to operate Northstar Link buses as long as the NCDA provides funding for the service. If Northstar Commuter Rail service is provided to Saint Cloud, services could be discontinued or re-oriented to connect to other areas of Central Minnesota.

10.2 Modal Coordination

There are a number of other public transportation operations in the area that are not included in the study that interact with Metro Bus. This section provides a general overview of those services and how they will continue to serve the Saint Cloud region and connect with Metro Bus services. These services include the rural demand response services as well as inter-city services that operate into Saint Cloud. Local taxi providers are not included in this section. Coordination with the Dial-A-Ride service operated by the Saint Cloud Metro Bus is also discussed.

- Dial-A-Ride – Dial-A-Ride services are provided through the Saint Cloud Metro Bus. These dial-a-ride services include Americans with Disability Act (ADA) mandated services throughout the Saint Cloud service area, as well as general public dial-a-ride in areas that are that are not within a close proximity of a fixed route. Saint Cloud Metro Bus has been encouraging dial-a-ride passengers to use fixed route transit whenever possible in order to reduce this service. The use

of fixed route services as an alternative to dial-a-ride should be encouraged by providing convenient transfers at key locations as well as fare incentives.

- Tri-Cap Transit Connection – Tri-Cap Transit Connection provides rural public transit within Benton, Stearns, Sherburne, and Morrison Counties. There are a number of services operated by Tri-Cap including volunteer driver programs, dial-a-ride services, and deviated fixed routes. Deviated fixed route services do provide connections into Saint Cloud. To maximize resources needed to provide rural area services, Tri-Cap can connect to Metro Bus services in outlying locations, such as at Crossroads Center or the VA Hospital for ambulatory passengers, instead of traveling into downtown and other Saint Cloud locations.
- Jefferson Lines – Jefferson Lines provides intercity bus service throughout the Upper Midwest and connects with Greyhound to provide bus service throughout the country. In Saint Cloud Jefferson Lines uses the Downtown Transit Center as its bus station. This allows Metro Bus to feed passengers to Jefferson Lines buses, as well as provide a comfortable waiting area and ticket sales for Jefferson Lines. This arrangement should continue with the planned service changes and planning for Jefferson Lines should be included in any changes at the Transit Center.
- Amtrak – Amtrak provides intercity train service throughout the country. In Saint Cloud, Amtrak has a train station located at 555 East Saint Germain Street. Saint Cloud is on Amtrak's Empire Builder line that operates between Chicago and Seattle or Portland. One eastbound and one westbound train per day serve Saint Cloud. The eastbound train is scheduled to stop in Saint Cloud at 5:14AM while the westbound train is scheduled to stop in Saint Cloud at 12:24AM.

10.3 Intelligent Transportation Systems

Intelligent Transportation Systems (ITS) represents a range of technology approaches to improve the delivery of transportation services. As recommended during the last planning process, there are a number of initiatives that the Saint Cloud Metro Bus should pursue in conjunction with the various cities in the service area as well Stearns, Benton, and Sherburne Counties, and the Minnesota Department of Transportation. Some of the key ITS deployments that Saint Cloud should pursue include:

- Bus Stop Annunciator Systems – A bus stop annunciator system allows for automatic announcement of bus stops for passengers aboard buses. This frees operators to concentrate on the safe operation of buses instead of making bus stop announcements for passengers. Besides assisting with the ADA requirement of announcing major bus stops, this annunciator system would be an amenity for passengers who may not be as familiar with bus stop locations.
- Real-Time Passenger Information – Real-time passenger information will allow passengers to know exactly when a bus will arrive at a bus stop. This deployment is based on a well-run AVL system that tracks buses in real-time, reporting arrival time at a bus stop to the passenger via a

smartphone application, a phone number, the Internet, and/or real-time bus arrival screens at major bus stops.

- Traffic Signal Priority – Traffic signal priority will allow for traffic signals to identify buses and either hold the green signal for a few seconds to allow the bus to get through the intersection or turn the light green a few seconds sooner to speed the bus up. Traffic signal priority is already in use in Minnesota and through local cooperation priority can be given to transit vehicles.

11 Long Range Transportation Plan Update

The focus of the Saint Cloud Metropolitan Transit Commission (MTC) has been on a near-term restructuring of current services, with a longer term expansion of service and service area. The service plan covers 5 years of local bus operations, including expansion into Saint Joseph. This chapter presents longer term (i.e., beyond 5 years) strategies to improve bus service beyond the Phase 3 route and service proposals. This chapter proposes two types of improvements:

- Specific operating and capital projects
- Recommended planning studies to ensure that current plans are updated to meet the transit mobility needs of the region, and additional opportunities and needs are identified to keep Metro Bus moving forward

11.1 Operating Proposals 2017 - 2035

The operating proposals described previously are designed to restructure bus service in the Saint Cloud region in the short term. In the longer term (i.e., beyond the 5 year planning horizon of this study), the extension of the frequencies and spans of service could be considered on the most productive services, as well as expansions of the service area to areas such as Opportunity Drive.

In Phase 2 the service area will expand to include Saint Joseph. While these services have been identified as Phase 2 services, service can be started in this community at any time that they elect to become members of the MTC. The Saint Joseph route would operate as a shuttle between Saint Joseph and Crossroads Center, where transfers can be made to numerous other routes.

In addition to the expansions previously described in the service plan, other service expansions that may be implemented between 2025 and 2035 include:

- *Improved frequencies and spans of service* – As the proposed service plan is adopted and services are operated over time, specific routes will become more heavily utilized than others. One strategy to consider in the longer term is to improve both the frequencies and spans of service on these routes.

For example, weekday peak period frequencies could be improved so that eventually certain routes and/or corridors can attain relatively frequent service, even to the extent of providing “show-up-and-go” (i.e., no need for timetables) services between certain key locations.

Another potential improvement is to lengthen spans of service, particularly on weekends and especially on Sundays.

- *Further expansion of the service area* – As the Saint Cloud area grows, consideration should be made to further expansion of the service area, as mentioned above. This would include

incorporating more areas into the MTC and providing service to these communities. Appropriate service levels and methods of service delivery, such as fixed route bus, demand response services, or perhaps even contracting with ride-hail services and taxicab providers should all be explored to provide cost effective service to new areas and developments.

- *Shuttle buses to connect with the Northstar* – Future phases of the Northstar Commuter Rail are planned to extend the service up to Saint Cloud. The extended Northstar trains would stop at the park-and-ride along U.S. Route 10 that was built for the Northstar Link commuter coach service.

In the future, as Northstar service reaches Saint Cloud and the park-and-ride lot becomes constrained, dedicated bus services could be developed to connect both residential areas and job locations to the train station without forcing transfers in downtown. This will require research into appropriate destinations to serve with these shuttle buses.

- *Enhanced Bus and/or Bus Rapid Transit (BRT) in major corridors* – The operating plan increases service on major corridors in the Saint Cloud area. Building upon these increases in service, “enhanced bus” or BRT services should be studied along major corridors that are growing and may be good locations to provide bus enhancements. Elements of BRT to consider include limited stops, off-board fare collection, upgrades to bus stops for BRT, and physical improvements to streets to facilitate bus priority. A menu of ITS improvements should also be pursued such as real-time passenger information and upgraded priority for buses at traffic signals. Possible corridors to consider for BRT or enhanced bus treatments include the Downtown-SCSU corridor and the Downtown-Crossroads Center corridor.
- *Commuter Bus Services* – As the Saint Cloud region grows, consideration for commuter bus services into Saint Cloud could be considered. This would support connections to Northstar Commuter Rail services, as well as bring people from neighboring cities and towns into Saint Cloud for employment, education, shopping, and social services and activities. Commuter services can be run directly by Metro Bus or with coordination with rural transit operators that serve Saint Cloud. Some markets that possibly could be served with daily commuter bus services include Little Falls, Sauk Centre, Annandale, Foley, and Princeton.

Table 11-1 – Financial Capacity Analysis – Operating Expenses

2040 Transit Plan Update				2041 TRANSPORTATION PLAN UPDATE																							
Updated 3/2015				ST. CLOUD METROPOLITAN TRANSIT COMMISSION TRANSIT PLAN																							
				FINANCIAL CAPACITY ANALYSIS																OPERATING EXPENSES							
				(Thousands (000) of Actual Fiscal Year Dollars)																							
Expense Category	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	
Operating	New Base																										
Base Operating Budget	12,931	13,440	15,327	17,899	18,488	18,548	19,095	20,145	20,592	22,199	22,847	23,487	24,644	26,157	27,784	28,557	29,330	30,953	32,692	34,660	35,592	36,667	38,537	40,640	42,989	44,255	
Expanded Transit Services																											
Inflation Adjustment (2%)	259	202	307	358	370	371	382	403	412	444	457	470	493	523	556	571	587	619	654	693	712	733	771	813	860	885	
Debt - 2014A Revenue Bonds									Ends 2024																		
Route Restructure & Expansion																											
Phase I - 2016/2017		1,528																									
Phase II - 2018			2,109																								
Phase III - 2019				380																							
Future Service Expansion							500	700	900			500	700	900			700	900	1,100			900	1,100	1,300			
Downtown Trolley Service		5				10				10					10			10				10					
Dial-a-Ride Service (2% annual incr	150	153	156	159	162	166	169	172	176	179	183	187	190	194	198	202	206	210	214	219	223	227	232	237	241		
Additional Agency Personnel	100				110				120					130			130				140				140		
*Undesignated Operating Contingency					15					15					20					20						25	
Northstar Link Commuter Bus							Ends 2022																				
*Undesignated operating contingency includes: insurance, fuel, consultant studies, other unbudgeted operating expenses																											
Total Operations	13,440	15,327	17,899	18,796	19,145	19,095	20,145	21,421	22,199	22,847	23,487	24,644	26,157	27,784	28,557	29,330	30,953	32,692	34,660	35,592	36,667	38,537	40,640	42,989	44,255	45,140	
*Route restructuring plan figures derived from 2010 Moving Forward LRP Update																											
Operating Revenue Sources																											
Local Metro Bus Tax Levy	1,714	1,935	2,196	2,835	2,892	2,950	3,009	3,069	3,130	3,193	3,257	3,387	3,522	3,663	3,810	3,962	4,121	4,286	4,457	4,635	4,821	5,014	5,214	5,423	5,640	5,865	
Local Metro Bus Fares/Contracts	1,480	1,510	1,655	1,938	2,228	2,563	2,947	3,065	3,187	3,315	3,447	3,585	3,800	4,067	4,229	4,398	4,574	4,803	5,091	5,295	5,507	5,727	6,070	6,465	6,724	6,993	
Local Miscellaneous	171	174	176	180	181	183	185	187	189	191	193	195	198	202	204	207	209	215	219	221	224	226	231	237	240	242	
Mn/DOT	7,667	9,196	10,883	11,296	11,521	11,521	11,867	12,460	12,834	13,219	13,616	14,229	15,082	16,063	16,544	17,041	17,978	19,057	20,200	20,806	21,430	22,502	23,739	25,045	26,047	27,089	
NCDCA	250	302	305	308	314	321	327																				
Federal 5307 Operating	1,239	1,288	1,340	1,393	1,449	1,507	1,567	1,630	1,695	1,763	1,833	1,907	1,983	2,062	2,145	2,230	2,320	2,412	2,509	2,609	2,714	2,822	2,935	3,052	3,175	3,302	
Federal 5307 Preventive Maint.	919	946	975	1,004	1,034	1,065	1,097	1,130	1,164	1,199	1,235	1,272	1,310	1,350	1,390	1,432	1,475	1,519	1,565	1,612	1,660	1,710	1,761	1,814	1,868	1,924	
Total Operating Revenue	13,440	15,350	17,529	18,953	19,620	20,110	20,999	21,541	22,200	22,880	23,581	24,574	25,897	27,407	28,323	29,270	30,676	32,292	34,041	35,178	36,355	38,000	39,951	42,036	43,692	45,414	
Note: inflation adjustment factor 2%, based on the US Inflation Calculator.																											
Fare recovery ratio	12.3%	11.0%	10.2%	11.3%	12.6%	14.4%	15.5%	15.2%	15.2%	15.3%	15.5%	15.3%	15.3%	15.4%	15.5%	15.7%	15.5%	15.3%	15.3%	15.5%	15.6%	15.4%	15.5%	15.6%	15.7%	16.0%	
Mn/DOT Share of Expenses	57.0%	60.0%	60.8%	60.1%	60.2%	60.3%	58.9%	58.2%	57.8%	57.9%	58.0%	57.7%	57.7%	57.8%	57.9%	58.1%	58.1%	58.3%	58.3%	58.5%	58.4%	58.4%	58.4%	58.3%	58.9%	60.0%	

11.2 Capital Improvements 2010 - 2035

The capital improvement program includes such items as replacement vehicles and facilities, as well as capital expansion in order to enhance the experience for transit bus users. The capital program provides for the replacement of components and equipment for the delivery of transit services. These items are replaced at the end of their useful lives, and represent the current Metro Bus capital program. This program will ensure that the Metro Bus system and services remain in a state of good repair. The program also provides for systemwide expansion. The capital program is summarized on the capital financial capacity table on Table 11-2.

- *Fixed Route Vehicles* – Routine replacement of vehicles as they reach the end of their useful lives is programmed into the capital program. Expansion of the fixed route fleet will also be needed due to the proposals recommended in this plan. A fixed route bus should be replaced once it is in service for 12 years.
- *Demand Response/Smaller Vehicles* – The demand response/small vehicle fleet serves the Dial-A-Ride services, and the smaller “cutaway” buses can also serve less heavily patronized fixed routes. These vehicles, mostly “class 400” vehicles, could be replaced every 7 years; however, we have assumed a five year life for these vehicles in the capital planning needs described previously. As the demand response service grows, additional vehicles will be required to support Dial-A-Ride services.

Table 11-2 – Financial Capacity Analysis – Capital Expenses

2040 Transit Plan Update					2041 TRANSPORTATION PLAN UPDATE																						
Updated 10/2014					ST. CLOUD METROPOLITAN TRANSIT COMMISSION TRANSIT PLAN																						
					FINANCIAL CAPACITY ANALYSIS										CAPITAL IMPROVEMENTS												
					(Thousands (000) of Actual Fiscal Year Dollars)																						
Expense Category	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	
Capital	New Base																										
Mobility Training Center				25					75					250					60						85		
Ops Ctr Storage Addn & Roof																400											
Ops Ctr CNG Renovations									200										250								
CNG Fueling Station									250										500								
Canopy for CNG Fueling station	200															75											
Operations Center Improvements		80				1,000					60					70					1,200					75	
Transit Center Misc. Improvement	25					75					40					100					50					110	
Secondary Transit Hubs					400			750					500					500					500				
Large Bus Replacements			1,680		2,240		3,920				13,340				1,755		2,340		5,310					13,800		600	
Large Bus Expansion						1,120							580					590							1,200		
Small Bus Replacements - State	800	1,320	1,050	1,610	1,150	230			2,400	1,440	1,250	1,750	1,275	765			2,650	1,620	1,890	1,890	1,350	810			2,800	1,680	
Small Bus Expansion - State						460					500							810									
Bus Shelter Program	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	
Fare Collection System Upgrade		350			1,000						500					1,000				500						1,200	
2-Way Radio System Upgrade					400											700										1,000	
Ranger upgrade/replacement					74						100					125				75						100	
ITS (TSP) Projects	25	25	25	25	25	30		30		30		35		35		35		35		40		40		40		40	
Website update	50					25					75					25					75						
Operations Software	360															1,500											
IT & Office Equipment	40	87	41	45	25	55	55	55	55	55	60	60	60	60	60	65	65	65	65	65	70	70	70	70	70	70	
Operations Vehicle		35	35	35		80	40		40	40	40		84	42		42	42	42		88	44		44	44	44		
Maintenance Vehicle			35	35		40			40	45			45				44	47		47					45	48	
Maint. Bus Hoist Replacement	200					225	225							250	250						275	275					
Maintenance Bus Washer											150										225						
Maintenance Tools & Equipment	10	10	10	15	15	15	15	15	15	15	35	20	20	20	20	20	20	20	20	25	50	25	25	25	25	25	
Total Capital	1,735	1,932	2,901	1,815	5,354	2,260	5,400	875	3,060	2,245	15,620	1,890	2,589	1,447	3,935	2,357	5,186	3,164	8,710	2,755	3,364	1,245	14,464	334	7,112	2,025	
Capital Revenue Sources																											
Local 20%	347	386	580	363	1,071	452	1,080	175	612	449	3,124	378	518	289	787	471	1,037	633	1,742	551	673	249	2,893	67	1,422	405	
MNDOT 80%	320	1,336	2,184	1,288	3,032	552	4,032	0	1,920	1,152	12,072	1,400	1,484	612	1,404	0	3,992	1,944	6,232	1,512	1,080	648	11,040	0	3,680	1,344	
Federal 80%	1,068	210	137	164	1,251	1,256	288	700	528	644	424	112	587	546	1,744	1,886	157	587	736	692	1,611	348	531	267	2,010	276	
Total Capital Revenue	1,735	1,932	2,901	1,815	5,354	2,260	5,400	875	3,060	2,245	15,620	1,890	2,589	1,447	3,935	2,357	5,186	3,164	8,710	2,755	3,364	1,245	14,464	334	7,112	2,025	

- *Bus Shelter Program* – The bus shelter program will add and replace bus shelters at key bus stops throughout the Saint Cloud area. Bus shelters provide a weather-protected waiting area for passengers and in some instances are heated in the winter time, thereby improving the passenger experience using transit. Bus shelters qualify for transit system enhancement funding. This is an important element of the capital program.
- *Maintenance/Storage Base and Administrative Offices* – The maintenance and storage facility will have to be expanded to support the future fleet – specifically, this will include additional storage/parking space.

Long term, a study should be conducted to determine where a second operations facility could be located in order to support the future growth of Metro Bus services. Ideally, this study will focus on the western metropolitan area, so as to minimize non-revenue mileage.

Ongoing improvements to the maintenance/storage and administration facilities are programmed into the capital program.

- *Office Equipment* – Office equipment also will need to be replaced as a piece of equipment reaches the end of its useful life. Office equipment includes items such as computers and telephones that ensure proper communication as well as management of transit resources. Replacement of office equipment is programmed as part of the capital program.
- *Maintenance Tools* – Proper maintenance of transit vehicles requires having the proper tools and equipment. Replacement of maintenance tools will ensure that transit vehicles are properly maintained. Tools would be used for preventive maintenance as well as repair of vehicles. Routine replacement of maintenance tools are part of the capital program.
- *Maintenance Equipment* – Similar to maintenance tools, maintenance equipment allow for proper maintenance of transit vehicles. Maintenance equipment includes large items such as bus lifts that allow maintainers to access vital components of buses. This will assist in both preventive maintenance as well as regular repair of buses. Routine replacement of maintenance equipment is part of the capital program.
- *ITS Program* – The Intelligent Transportation Program (ITS) assists in managing transit services. As was stated in the last planning study, this program should be continued over the next few years and certain items such as access to real time bus information for passengers may be implemented. The capital program does have funds programmed for ITS.
- *Vehicle Preventive Maintenance Program* – A good preventive maintenance program is a necessity for any transit operation. Preventive maintenance ensures that transit vehicles and

facilities are in good operating condition and reduces the need for costly emergency repairs. The capital program supports a preventive maintenance program.

11.3 Incorporation of Proposals into the APO Long Range Plan

The proposals listed previously, both in earlier chapters, as well as in this chapter, reflect the operations recommendations for the future of transit services in the Saint Cloud metropolitan area, and the capital needs to support the plan through 2035. These elements will be included in the transit section of the APO Transportation Plan Update.

11.4 Future Planning Studies

Besides the operations and capital recommendations, there are a number of planning studies that should be undertaken to further support Metro Bus operations throughout the life of this plan, as well as beyond the planning horizon. These studies will further support the Long Range Transit Plan Update, as well as provide a framework for developing Saint Cloud in a more transit friendly manner. A number of studies have been identified below that will support the transit system.

- *Paratransit/Dial-A-Ride Study* – Metro Bus has been actively trying to train and encourage Dial-A-Ride users to use fixed route services in order to manage growth in the dial-a-ride service. A new Mobility Training Center has been opened in downtown Saint Cloud. Nonetheless, demand response costs in Saint Cloud continue to increase. A paratransit/Dial-A-Ride study should be conducted to determine future strategies that can be utilized to minimize paratransit expenditures.
- *Western Transit Center* – Although the needs at the Crossroads Center were described previously, an in-depth study of the most feasible location for a new “Western Transit Center” should be undertaken, so that Metro Bus need not continually rely on lease agreements with the Crossroads center and so that the system would have an effective “western area hub” from which new services could serve the expanding portions of the service area to the south and west.
- *Garage Feasibility Study* – As was previously mentioned, future service expansions may require a facility larger than what can be supported at the current site. A feasibility study for a new bus storage and maintenance facility that includes administrative offices should be conducted. Options should include a satellite facility that would be able to supplement the main facility. This facility should likely be located in the western portion of the service area (perhaps near Waite Park), so that non-revenue mileage is minimized.
- *5 Year Bus Study* – To ensure that bus service continues to meet the needs of the population, as well as ensure that this proposed plan remains current, updates to this plan should be made every 5 years. This will ensure that funding sources and capital needs are also kept current.

- *Park-and-Ride Study/Northstar Expansion Study* – Future park-and-ride facilities would complement any commuter bus services that may be implemented, either to Saint Cloud or to the Northstar Line's future Saint Cloud terminal, as well as become a transit focal point for areas that have lower density. Park-and-ride will also become more important as parking becomes constrained at major activity centers such as the colleges and universities, at the Northstar Line lot (should service be expanded into Saint Cloud), or in Downtown Saint Cloud. A comprehensive park-and-ride study will help identify appropriate locations for park-and-ride lots, and identify the appropriate size for a park-and-ride lot, including the possibility of leasing existing parking lots.