



Metro | *Agenda*

Meeting: Metro Council Work Session
Date: Thursday, June 7, 2012
Time: 2 p.m.
Place: Council Chambers

CALL TO ORDER AND ROLL CALL

**2 PM 1. ADMINISTRATIVE/CHIEF OPERATING OFFICER
 COMMUNICATIONS**

**2:15 PM 2. COMMUNITY INVESTMENT INITIATIVE
 STRATEGY – DISCUSSION**

**Karen Williams
Burton Weast
Randy Miller
Joe Rodriguez
Carl Talton**

3:20 PM 3. COUNCIL BRIEFINGS/COMMUNICATION

ADJOURN

Agenda Item No. 2.0

**COMMUNITY INVESTMENT
INITIATIVE STRATEGY**

Metro Council Work Session
Thursday, June 7, 2012
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: June 7, 2012 Time: 2:15 p.m. Length: 60 min

Presentation Title: Community Investment Initiative Strategy Discussion

Service, Office, or Center:
Council Office

Presenters (include phone number/extension and alternative contact information):
Community Investment Initiative Leadership Council Steering Committee Members:
Karen Williams, Burton Weast, Randy Miller, Joe Rodriguez, Carl Talton
Staff contact: Heidi Rahn (x1535)

ISSUE & BACKGROUND

For the last 20 years, investment has been declining in key public structures like roads, street lights, sewers and bridges that support residents' quality of life in the Portland metropolitan region. Funds needed just to repair and rebuild the public structures that support our communities are dwindling and inadequate to meet the \$10 billion cost. As our region welcomes an anticipated 625,000 new residents over the next 20 years, those costs are projected to escalate to \$27 to 41 billion. Traditional funding sources are expected to cover only about half of that amount.

And the costs of this growth and change are not equitably shared by all of our residents. Forecasts show the number of households spending more than 50 percent of their income on housing and transportation could double in the next 20 years. Communities of color disproportionately experience childhood poverty, poor health, lack of educational access, low rate of home ownership and limited access to parks and nature.

The Community Investment Initiative (CII) is a collaboration of public, private and community leaders committed to closing the gap between the region's needs and its means to achieve them. Working together over the past 16 months, the Leadership Council that guides the Community Investment Initiative is developing strategies that foster infrastructure investments to support the creation of living-wage jobs.

This effort requires innovative tools and a collaborative approach where regional, local and state elected officials work more closely with the private sector and community based organizations to achieve our vision for a prosperous regional economy. The CII Leadership Council seeks feedback from the Metro Council on how to make this a success.

OPTIONS AVAILABLE

This work session is an opportunity for the Metro Council to provide feedback on the draft strategies identified by the Community Investment Initiative Leadership Council and to seek additional information prior to discussing Metro's potential role in supporting the strategic plan.

IMPLICATIONS AND SUGGESTIONS

The CII Leadership Council is scheduled to finalize their strategic plan on June 20, 2012 and is seeking feedback from the Metro Council prior to doing so. This is the first discussion of the full Metro Council and representatives of the CII Leadership Council. As such, it is an opportunity to share your ideas and questions with your colleagues and the Leadership Council representatives.

Given that Metro is identified as a potential partner in several areas of the strategic plan, the Metro Council will have a future discussion regarding a specific work plan to support the strategic direction of the Community Investment Initiative.

QUESTION(S) PRESENTED FOR CONSIDERATION

1. What feedback do you have for the Community Investment Initiative Leadership Council before they finalize their strategic plan?
2. What information would help inform your future discussion regarding a potential Metro work plan to support the Community Investment Initiative?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes x No
DRAFT IS ATTACHED __Yes x No

DRAFT



Strategic plan

June 2012

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DRAFT

Community Investment Initiative | Strategic plan

Where we are today

The Community Investment Initiative is a group of 26 leaders from the Portland metropolitan area's business, community and public sectors who are committed to building the region's economy by investing in infrastructure to create living-wage jobs.

Working with policymakers from Multnomah, Clackamas and Washington counties, the Leadership Council of the Community Investment Initiative is developing a comprehensive regional strategy that lays the foundation for a resilient economy by investing in four priority areas:

- Infrastructure such as roads, sidewalks, sewers and bridges
- Development and redevelopment of available land
- Efficient movement of people and goods across the region
- Twenty-first century school facilities

While the Leadership Council has no official authority as a group, we bring the power of an extensive regional network of professional relationships to problem-solve issues that hold the region back.

Integrated, transformative investment approach

This effort will require innovative tools and a collaborative approach where regional, local and state elected officials work more closely with the private sector and community-based organizations to achieve our vision for a prosperous regional economy. With support from Metro, we've been able to come together and identify where our efforts can make a difference.

Through a regional approach, we can integrate previously separate efforts on infrastructure investment, jobs, development, transportation and equity into a coordinated strategy, allowing us to focus and prioritize our investments using the following guidelines:

Invest in regional outcomes

The Community Investment Initiative's strategic plan is the result of a focused exploration of the challenges to the region's economy and an assessment of the investments most likely to deliver the greatest benefits regionwide. The resulting four strategies offer an integrated and transformative investment approach that makes the most of existing and future public resources while achieving the best economic, environmental and social return for the region. The four strategies will be implemented through seven work plans to move the Leadership Council, stakeholders and the region toward creating a resilient economy.

Prioritize investments

Integral to the mission of the Community Investment Initiative is the recognition that the more equitable our region, the stronger its economic performance. The first step toward a prosperous region means developing strategies that advance access for residents in all our communities to the social, economic, geographic and educational opportunities the region provides. This starts with prioritizing community investments that reduce disparities, generate jobs and promote opportunities.

Support capital investment

The initial focus of the Community Investment Initiative is twofold: to create a regional investment entity to help maintain existing and support new infrastructure, and foster development ready communities to make the most of our existing urban land. Through a strategic approach to implementing the work plans over a three-year period, the resources of the Community Investment Initiative are directed first to projects that support the physical capital aspects of our regional investment needs.

Focus on unmet needs

Central to our success is the collaboration and partnership with elected officials, policymakers and community leaders in the development and implementation of the work plans. The intent of the Leadership Council is to support and complement local efforts and advocate for regional outcomes that support the infrastructure needs our local communities are not able to address. Each of the four strategies outlined in this plan identifies the public, private and community partners critical to the success of the strategy.

Promote innovation

In a region rich with public and private initiatives launched to build the economy, the Community Investment Initiative seeks to make a difference by bringing new tools to infrastructure investment. A regional infrastructure investment entity as envisioned in this strategic plan can help facilitate and incent the development of a broad range of projects that can't be delivered with traditional financing. Investing in infrastructure can drive our region's global competitiveness and economic growth; innovation ensures it will be delivered in a smarter and more efficient way.

What guides us

Mission

The mission of the Community Investment Initiative is to build the region's economy by investing in infrastructure to support the creation of living-wage jobs.

Vision

The Community Investment Initiative envisions a future where:

- a living-wage job and meaningful opportunities for advancement are available for every member of our labor force
- our regional economy is stable, robust and resilient
- our natural and built environments are cared for and accessible to all
- all community members have opportunities for civic engagement
- our innovative approach to investing in infrastructure, transportation systems, twenty-first century school facilities and development ready communities positions our region as a global competitor.

Values

The Community Investment Initiative supports the values of the region including safe neighborhoods, a strong sense of community, good health, financial security and ensuring access to everyday needs for residents in our communities.

Role of the Leadership Council

The role of the Leadership Council is to guide and implement the work of the Community Investment Initiative through public-private partnerships to:

- address our region's challenges to economic growth
- convene regional leaders to tap collective experience, knowledge and networks
- develop strategies for addressing deteriorating infrastructure and dwindling resources
- advocate for regional outcomes that support the needs that local communities are not able to address
- support the region's vision for making the most of urban land
- educate our residents on the imperative to invest for our needs today and those of future generations.

How we measure success

What will success look like?

To be successful, the Community Investment Initiative must connect the outcomes of its investment actions directly to the vision we seek to achieve. To be accountable in realizing those outcomes, we must track our progress in meeting the milestones identified in our work plans.

- The Community Investment Initiative will measure the impact of direct investments, such as jobs and economic development, at the community and regional levels.

- The economic indicators outlined by the Greater Portland Pulse will be used to guide the work of the strategic plan, with a particular focus on increasing the percentage of households meeting the standard for self-sufficiency.
- The Leadership Council will track progress toward achieving the milestones of the strategic plan with quarterly progress reports.

How we'll get there

Strategies for a prosperous region

Four strategies support the Community Investment Initiative's mission. These strategies will be implemented through the work plans, available in Appendix A.

1. Invest in the roads, sewers, bridges and other infrastructure our communities need to prosper.
2. Foster conditions that support development ready communities.
3. Ensure the reliable and efficient movement of goods and people across the region.
4. Protect and enhance our communities' investments in school facilities and properties, now and in the future.

STRATEGY ONE | Invest in the roads, sewers, bridges and other infrastructure our communities need to prosper

Action

Establish a regional investment entity to facilitate strategic investments in the Portland metropolitan region and partner with stakeholders to develop legislation that optimizes the region's ability to deliver projects.

Objectives

- By December 2012, develop a proposal for the regional investment entity based on stakeholder input and other planning efforts in the state, such as the West Coast Infrastructure Exchange.
- By May 2013, work with stakeholders to identify a list of priority projects.
- By June 2014, determine funding necessary to implement the initial projects.
- By June 2014, partner with other stakeholders including the state to develop supporting statewide legislation to optimize project funding and acceleration.

Leadership Council role

The Leadership Council will convene critical stakeholders to assess interest, opportunities and barriers for investing in infrastructure. We will act as a sponsor, or the lead voice, in the development of the regional investment entity and serve as a partner in efforts at the state level to establish supporting legislation as appropriate. In addition, we'll play an active role in developing associated policies, such as a charter for the regional investment entity, any authorizing legislation, and funding criteria. Finally, we'll take the lead in developing a business plan for the growth of the resources and partnerships, particularly with local governments, needed to support the regional investment entity.

Key partners

- Metro
- Local communities
- Private developers and contractors
- Offices of the governor and treasurer
- Economic development groups and urban renewal agencies
- Utilities and service districts
- Private financial institutions and nonprofits
- Port of Portland
- Foundations, community development financial institutions, community development corporations, community banks

STRATEGY TWO | Foster conditions that support development ready communities

Action

Create a model program that builds capacity within cities and counties to increase investments that result in living wage jobs.

Objectives

- By October 2012, identify barriers to development in partnership with local communities and developers, and establish partnerships to support a development ready communities pilot program to address and reduce these barriers.
- By January 2013, design a development ready communities pilot program that will address local needs and reduce barriers.
- By January 2014, complete the implementation of the pilot program with local communities.
- By June 2014, evaluate the pilot program and develop a business plan to implement regionwide, if appropriate.

Leadership Council role

The Leadership Council will explore regional interest in and need for the program while educating others about successful models that exist in Oregon and throughout the nation. We will advocate for resources to develop and implement the pilot program, and provide business-planning support. If proven successful, we'll advocate for regionwide implementation of the program.

Key partners

- Metro
- Local communities
- Greater Portland, Inc.
- Public/private trade groups like the Urban Land Institute and development associations
- Chambers of Commerce
- Oregon Economic Development Department
- Regional Solutions

STRATEGY THREE | Ensure the reliable and efficient movement of goods and people across the region

Action

Partner with state and regional stakeholders to explore additional revenue for transportation infrastructure and advocate for a series of strategic investments that meet the economic needs of the Portland metropolitan region.

Objectives

- By June 2013, partner with stakeholders to support the successful passage of a state transportation package that leverages existing revenue sources to improve freight mobility, increase safety, support access to jobs, and reduce congestion and greenhouse gas emissions.
- By June 2013, explore with regional partners potential avenues for improved funding for local and regional system maintenance needs.

Leadership Council role

The Leadership Council will explore the potential for a strategic investment fund by engaging stakeholders to assess interest and political will. We will convene key partners and technical experts to develop policy, potentially participating in the drafting of legislation or ballot measures. Additionally, we will advocate for the transportation investment fund by partnering with stakeholders for program passage and engaging news media through op-eds and editorial boards to garner public support for the measures.

Key partners

- Metro
- Local communities
- Joint Policy Advisory Committee on Transportation (JPACT)
- TriMet
- Oregon Department of Transportation
- Oregon Transportation Research and Education Consortium
- Governor's office

Action

Support the state in designing and implementing a regional voluntary Vehicle Miles Traveled pilot program.

Objectives

- By August 2012, participate in the design of a Vehicle Miles Traveled pilot program for the Portland metropolitan region.
- By May 2013, support partners in securing authorization and money for the program through legislative and/or administrative means.
- By January 2015, work with partners to evaluate the success of the Vehicle Miles Traveled pilot program and the feasibility of broader use.

Leadership Council role

The Leadership Council will partner with the state to explore the feasibility of a VMT pilot program by engaging with stakeholders and convening technical experts to assess interest and political will. We will advocate for the program by partnering with stakeholders to push for pilot implementation, and educate the public through op-eds and other media outlets.

Key partners

- Metro
- Local communities
- Joint Policy Advisory Committee on Transportation (JPACT)
- Oregon Department of Transportation
- Oregon Department of Environmental Quality
- Oregon Transportation Research and Education Consortium
- Governor's office
- Road User Fee Task Force
- State legislature (as needed)

STRATEGY FOUR | Protect and enhance our communities' investments in school facilities and properties, now and in the future

Action

Support school districts in the development of a strategy to make the most of existing facilities and plan for new infrastructure investments.

Objectives

- By December 2012, work with three to five school districts to determine where there is an excess and lack of school facilities, what technology is needed to support science, technology, engineering and math (STEM) integration, and the strategies needed to address both.
- By July 2013, evaluate pilot projects and develop strategies to support regionwide school facility planning with key partners.
- By June 2014, work with partners to implement policies that support regionwide school facility planning and prioritize investments in communities most in need.

Leadership Council role

The Leadership Council will participate in an exploratory analysis of school facilities with staff and partners and share findings with regional stakeholders. We will act as a convener by bringing together regional school district leadership and Education Service Districts to form a consortium for enrollment projections and to identify future facility investments.

Key partners

- School districts
- Center for Innovative School Facilities
- Education Service Districts
- Portland State University
- Portland STEM Center and Portland Metro STEM Partnership
- Metro
- Community colleges

Action

Advocate for regional financial support of public post-secondary education in the Portland metropolitan region.

Objectives

- By January 2013, engage public and key decision-makers in a dialogue about the value of and challenges for public higher education.
- By June 2013, identify potential options to address funding challenges.
- By January 2014, secure support from the general public, businesses, and local government for funding proposal.

Leadership Council role

The Leadership Council will support Portland State University in exploring the opportunities for a funding strategy by acting as a sounding board to test new ideas. We may use our connections to advocate for funding and write supportive op-eds and letters.

Key partners

- Community leaders
- CEOs
- The Oregon Idea
- Alumni of Oregon's community colleges and universities
- Community colleges
- Metro
- OHSU

How we're organized

Governance and membership

Action

Implement the Community Investment Initiative strategic plan.

Objectives

- By September 2012, confirm Leadership Council members and partners committed to implementing the strategic plan.
- On a monthly basis, steering committee members will meet to guide the allocation of resources, address challenges, and oversee the implementation of the strategic plan.
- Once a quarter, Leadership Council members will meet as a group to carry out the business of the Community Investment Initiative.
- As needed, Leadership Council members will act as project liaisons and participate in work groups.
- Through June 2013, Metro will support the work plan deliverables and project resources.

Fiduciary management

Action

Maintain strong partnership with Metro as the primary project sponsor and establish new partnerships to support implementation of the strategic plan.

Objectives

- By July 2013, host an event with key project sponsors and partners to build relationships and support for the strategic plan.
- By November 2013, identify potential funding and staffing needs and resources to support ongoing implementation of the strategic plan.
- By July 2013, secure funding and staff resources to continue implementing the strategic plan.

Materials following this page were distributed at the meeting.



Metro | Communications project brief

Version/date 1

Project Study Tour to Atlanta

Department GAPD Program

Communications point person

Project manager Andy Cotugno

PROJECT OVERVIEW, BACKGROUND, CONTEXT

In partnership with Randy Miller, organize a regional study tour to Atlanta, GA. The principle focus would be the Atlanta Beltline Project (<http://www.beltline.org/>) with secondary targets being the Atlantic Station redevelopment project (http://en.wikipedia.org/wiki/Atlantic_Station) and the Greater Atlanta transportation funding initiative (<http://www.ajc.com/news/transportation-referendum-coverage-919825.html>), (<http://www.t-splost.com/>). Targeted timeframe: Spring 2013.

Atlanta Beltline: This is a major close-in community development project comprised of a streetcar/LRT loop, integrated trails, new and improved parks, construction of affordable housing and brownfield redevelopment. The study tour should consist of a tour of the projects and meetings with the Atlanta Beltline, Inc. (formed to implement the project as a public-private partnership by the City of Atlanta Development Authority), the Atlanta Beltline Partnership (formed as a non-profit organization funded with philanthropic sources to promote the project and hold the project accountable to deliver on all of the promises), Atlanta political leadership key in initiating the project and community leaders working to leverage the project for betterment of their neighborhoods.

Atlantic Station: A major close-in redevelopment project to convert the site of the old Atlantic Steel Mill into a high-density, mixed-use community. It is nationally known for advancing the principle of linking close-in redevelopment to transit as a means of reducing sprawl and reducing vehicle emissions. It was initiated at a time when the region was under sanction by EPA for air quality violations as a tool to reduce emissions.

Transportation Special Purpose Local Option Sales Tax (T-SPLOST): On July 31, 2012 the 11 central counties surrounding Atlanta will vote on a 1% sales tax to fund a \$6 billion transportation improvement program. Besides having to overcome the general anti-tax mood of the voters, the region is very divided by race and geography with the area within the freeway beltway being heavily urban, transit oriented with a high minority population and the area outside the freeway beltway being heavily suburban and ex-urban, auto based and non-minority population. The ballot measure is project specific and had to strike the right balance just to get referred much less have a chance of passing. Win or lose, understanding their experience will be instructive.

Although Atlanta as a region is not necessarily the model to emulate, the specific targets of interest are. The objective would be to have a broad cross-section of regional leaders from the government, business, community, philanthropic and environmental sectors learn from the experience and apply the lessons learned in the Portland region.



Metro | Communications project brief

STRATEGY/PURPOSE

Develop a better understanding for a broad cross-section of regional leaders of:

- the integrated model of community development associated with the Atlanta Beltline project, linking LRT/streetcar with Parks, trails, brownfield reclamation, economic development, affordable housing and job training.
- the important role of a strong, independent community based organization in promoting the project with the general public over an extended period of time while ensuring the project delivers on the many promises to the community.
- the experience of the region in developing a 11-county transportation ballot measure requiring agreement on a very diverse package of projects for very different socio-economic geographies and the campaign effort to pass the measure (or not pass the measure whichever turns out to be the outcome).
- The experience in developing the nationally acclaimed Atlantic Station redevelopment project, a large reclamation of an old steel mill site on the fringes of downtown into a new mixed-use community as a tool to curb sprawl and reduce air pollution.

TARGET AUDIENCE(S)

- Regional and local elected leadership with good representation from MPAC and JPACT.
- A strong showing from the business community.
- Active members of the civic community, including community based organization (we may need a scholarship program).

STAKEHOLDERS

Randy Miller and the Greater Portland, Inc. have offered to co-host the trip. We should seek financial support from TriMet and Portland. Randy typically seeks sponsorships from banks and other businesses.

PROJECT TEAM

Lead staff – Andy Cotugno with guidance from Martha's Planning and Policy Group.
Participation on the trip itself should include a good representation of senior staff and Councilors.

BUDGET

Amount \$12 to 15,000 Source 1/3rd Metro, 1/3rd partners & sponsors, 1/3rd registrations Note: the most recent Cleveland trip involved a \$300 fee per person to pay for local transportation, group meals and events

Purchasing approval staff _____

Account code(s) _____

DELIVERABLES AND TASK PLAN

Deliverable	Staff/contractor	Approval	Task	Due date
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Metro | Communications project brief

Trip itinerary	Tanya Parker
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Trip logistics	Linda Arnold
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Trip resource materials	Tanya Parker/Linda Arnold
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ESTIMATED COSTS

PRELIMINARY ESTIMATE FOR IN-HOUSE COMMUNICATION SERVICES _____

Cost basis: _____ hours at average cost of \$50 per hour. In-house service costs are covered through the cost allocation plan and are not billed directly. Does not include services provided by staff outside Communications department.

PRELIMINARY ESTIMATE FOR CONTRACTED SERVICES _____ \$12-15,000

Plan proposes new funding pipeline for future growth

■ **Group says region must find a way to pay for roads, services, schools to handle more people**

By JIM REDDEN
The Tribune

Can private financing help build the public infrastructure the Portland region needs to meet its growing needs?

A group of 26 business and community leaders believes the answer is yes.

The Leadership Council of the Community Investment Initiative, a public-private partnership, was formed in cooperation with Metro two years ago to develop new and innovative ways the region can accommodate people expected to move here by 2035.

"The Community Investment

See INVEST / Page 7

Invest: Metro lends a hand

■ From page 1

Initiative volunteers realize that the problems with the region's infrastructure affect everyone one way or another," says council Co-Chairwoman Karen Williams, a Portland attorney with years of public-private partnership experience who works for Carroll Community Investments. "It's a big issue all of us face, and it can't be solved by cities and counties, Metro or the state acting alone. We can only find ways to solve it by working together."

Williams is scheduled to appear before the Metro Council on Thursday with four other members of the group to present its Strategic Plan. Among other things, the plan calls for the establishment of a yet-to-be-fully defined regional entity to help identify, prioritize and fund regional infrastructure projects during the next 20 or so years.

One example is Partnership British Columbia, a private company owned by the Province of British Columbia that plans and oversees the construction of large infrastructure projects there. Partnership BC, as it is more commonly called, works with both the private and public sectors on the projects.

Perhaps the best example of such a project is TriMet's MAX Red Line to the Portland International Airport. The \$125 million extension was financed largely by the Bechtel Corp. in exchange for development rights to Cascade Station, a 120-acre parcel

owned by the Port of Portland near Interstate 205.

Construction on the extension started in spring 1999, and the line opened on Sept. 10, 2001. Today, the 5.5-mile extension provides service to the airport from the entire regional MAX system.

The group believes that additional private funds for public infrastructure projects are available. For example, the California Public Employment Retirement System is reportedly willing to invest \$3.8 billion in such projects — \$800 million in California and \$3 billion in the rest of the country. Tapping such sources can help build needed regional projects without increasing taxes, according to the group.

Three other members of the group also will appear before the Metro Council. They are: Co-Chairman Burton Weast, executive director of the Clackamas County Business Alliance; Randy Miller, president of Produce Row Management Co.; Joe Rodriguez, retired Hillsboro school superintendent; and Carl Talton, president, chief executive officer and executive chairman of the Portland Family of Funds.

Schools in the mix

The strategic plan is as notable for what it does not recommend as for what it does. The plan does not call for a new regional tax or fee to close the projected infrastructure funding gap. Nor does it call for changes in Oregon's property tax limitation system. Instead, it essentially calls for a more thorough assessment of the region's needs and collaborative efforts between the public and private sectors to meet them.

Another idea supported by the

group is a new funding source for the maintenance and construction of city streets and state highways. The group believes the existing gas tax is outdated because motor vehicles are becoming more fuel efficient — including electric cars, which use the roads but don't generate any gas tax revenue. So the group has endorsed efforts by the Oregon Department of Motor Vehicles to design a voluntary regional alternative Vehicle Miles Travel pilot program that could ultimately replace the gas tax with a fee based on actual mileage.

"It's a big issue all of us face, and it can't be solved by cities and counties, Metro or the state acting alone. We can only find ways to solve it by working together."

— Karen Williams,
Community Investment Initiative

Perhaps the most radical idea supported by the group is to expand the definition of infrastructure to include public schools. The group originally formed after Metro issued a report predicting a \$15 million to \$20 million funding gap for such traditional infrastructure projects as roads, parks, water systems and sewer facilities. Shortly after it first began meeting, however, the group agreed that a properly educated workforce also was part of the public infrastructure.

Funds drying up

The Community Investment Initiative was created after Metro released its Regional Infrastructure Report in July 2008. At the time, Metro was predicting that an one million people would move to the greater Portland-Vancouver region by 2035, with the majority settling in the Oregon counties south of the Columbia River. The report predicted it would cost between \$27 million and \$41 million for the infrastructure needed to accommodate the expected population.

The report also looked at the money expected to be available

for infrastructure projects. It noted that local governments were facing financial restrictions because of Oregon's property tax limitation system. The report also noted that the buying power of the state gas tax was falling because motor vehicles were becoming more fuel-efficient. And it accurately predicted that federal funds for infrastructure project were drying up.

The report was something of a reach for Metro. The regional government must authorize all major transportation projects in the urbanized parts of Clackamas, Multnomah and Washington counties. Voters have also authorized it to buy natural areas, some of which been opened to the public. Metro does not have any direct authority on other infrastructure projects, such as water systems and sewer facilities, however. But it has approved a 2040 Concept Plan that calls for new development to be concentrated along major transportation corridors and in urban centers, which need a wide range of infrastructure projects to succeed.

After the report was released, a group of regional business and community leaders began talking among themselves about the need to find new ways to fund such projects. They soon convinced Metro to provide staff support to help prepare a formal set of recommendations, beginning with the strategic plan.

Metro is not expected to take action after the plan is presented. It has already pledged another year of support to the group, however.