

Council work session agenda

Tuesday, April 17, 2018

2:00 PM

Metro Regional Center, Council Chamber

2:00 Call to Order and Roll Call

2:05 Chief Operating Officer Communication

Work Session Topics:

2:10 FY 2018-19 Budget Discussion [18-4996](#)

Presenter(s): Martha Bennett, Metro
Tim Collier, Metro

Attachments: [Work Session Worksheet](#)
[FY 2018-19 Councilor Amendment Form](#)
[FY 2018-19 Council Budget Review Calendar as of 3-27-2018](#)

3:10 2018 Urban Growth Management Decision: Trends Behind [18-4994](#)
Regional Population and Employment Growth

Presenter(s): Ted Reid, Metro
Jeff Frkonja, Metro
Dennis Yee, Metro
Sheila Martin, Portland State University
Tom Potiowsky, Portland State University
Bill Reid, PNW Economics

Attachments: [Work Session Worksheet](#)
[Regional Forecast Summary](#)
[2018 UGM Decision: Engagement and Process Timeline](#)

4:10 Metro Attorney Communication

4:20 Councilor Communication

4:30 Adjourn

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights. або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧視公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullamada dadweynaha, wac 503-797-1700 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmaha shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

Metro의差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要望に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬស្នើសុំទទួលបានកាតបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a www.oregonmetro.gov/civilrights. Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте www.oregonmetro.gov/civilrights. Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

Avizul Metro privind nediscriminare

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawn ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

FY 2018-19 Budget Discussion

Work Session Topics

Metro Council Work Session
Tuesday, April 17, 2018
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: April 17, 2018

LENGTH: 90 minutes

PRESENTATION TITLE: FY 2018-19 Budget Discussion

DEPARTMENT: Finance and Regulatory Services

PRESENTER(S): Martha Bennett, Chief Operating Officer
Tim Collier, Director of Finance and Regulatory Services

WORK SESSION PURPOSE & DESIRED OUTCOMES

Purpose: The purpose of the work session is to provide an opportunity for Councilors to discuss the FY 2018-19 Proposed Budget with the COO and other Councilors; to seek additional information on specific aspects of the budget proposal and to request additional information from staff.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The FY 2018-19 Budget was released to the Council on March 29, 2018 and officially proposed by the Chief Operating Officer in her capacity as the Budget Officer to the Council sitting as Budget Committee on Thursday, April 12, 2018. It is scheduled to be approved on Thursday, May 3, 2018. Councilor amendments to the budget are due to Financial Planning no later than Tuesday, May 22, 2018 by 10:00 a.m. Discussion on the amendments is scheduled for Tuesday, June 12, 2018 with Council consideration and vote on Thursday, June 14, 2018 and final adoption of the budget on June 21, 2018. In addition, there are two opportunities for Councilors to submit written questions on the budget.

A copy of the FY 2018-19 Council Budget Review Key Dates and Deadlines as well as a copy of the Council Budget Amendment form is attached. Both items were also emailed to the Councilors and Council Policy Coordinators by Lisa Houghton on March 28th.

Councilors will also be provided with a Two-year Summary of Special Appropriations and a Ten Year History of the Council Opportunity Account at the April 17th Council Work Session.

QUESTIONS FOR COUNCIL CONSIDERATION

- Is additional information needed on any aspect of the budget proposal?
- Are there anticipated amendments that the Council wishes to discuss at this time?

PACKET MATERIALS

- Would legislation be required for Council action Yes
- If yes, is draft legislation attached? No
- What other materials are you presenting today?
 - Memo to Council
 - Two Year Summary of Special Appropriations (to be provided at work session)
 - Ten Year History of the Council Opportunity Account (to be provided at work session)

**FY 2018-19 Council Proposals
For Budget Amendment Discussion**

Councilor	#
-----------	---

Enter in the information under appropriate area. Please delete the descriptions under each header if additional space is needed.

Short Title

Concise Description

Please describe the proposal, sufficient in scope that the cost and/or level of effort can be evaluated.

Objective

Clear statement of what this proposal is intended to accomplish.

What is the desired outcome? How will you tell if the proposal reaches the desired outcome?

Duration (put an 'x' in the appropriate line, for specific length write in the length)

_____ One time

Specific length: _____

_____ On-going

Cost Estimate

How much are you willing to spend to achieve your desired outcome? What is the estimated cost or effort to implement this proposal? Give as much information about the cost as you can. Categories of expense (staffing, number of positions, outside services, necessary equipment) are helpful; line item detail is not required. Does this proposal generate revenue now? In some later period?

Funding Options

How will you fund this proposal? Sources might include:

- a. Redeployment or elimination of existing effort by reassigning staff or eliminating an equivalent dollar amount from the proposed operating budget (be specific);
- b. Use of one-time money from Council Opportunity Account (already fully committed to Regional Investment Strategy for FY 18-19);
The five-year plan anticipates that the Opportunity Fund will be funded each year. Committing the fund now may limit ability to respond to new opportunities that occur during the year.
- c. Use of one-time money from a specified reserve.
This option follows the financial policies of using one-time money to fund one-time (not permanent) expenses. Funding for multi-year proposals would all come from this year's reserves. Depending on the chosen reserve, this may require replenishing the reserve next year under the "pay yourself first" principal for maintaining specified reserves.

Relationship to other programs

How does this proposal relate to, enhance or complement existing programs or projects?

Stakeholders

Who will be affected, positively or negatively, by this proposal? What known groups or coalitions will have interest in this?

FY 2018-19 Council Budget Review Key Dates and Deadlines

Color Key:

Financial Planning key actions or dates	Chief Operating Officer deadlines or key actions
Council budget retreats, work sessions, meetings or key action dates	Department deadlines

Thursday March 29, 2018	Release Proposed Budget to Council in electronic format for individual review (no deliberation of proposal allowed until April 12th)
Thursday April 5, 2018 COB	Councilor questions (first round) due to Financial Planning
Thursday April 12, 2018 2:00 p.m.	COUNCIL MEETING (Public Hearing): Resolution # 18-4873 Chief Operating Officer acting as Budget Officer presents Proposed Budget and Budget Message to the Metro Council acting as Budget Committee
Thursday April 12, 2018 COB	Department responses to Councilor questions due to Financial Planning (first round)
Monday April 16, 2018 Afternoon	Distribute responses to Councilor questions on budget (first round)
Monday April 16, 2018 COB	Councilor questions on budget due to Financial Planning (second round)
Tuesday April 17, 2018 2:00 p.m.	BUDGET WORK SESSION: Discussion of budget. Review process and calendar, Councilor questions, Councilor discussion, Council work session
Friday April 20, 2018 Noon	Department responses to Councilor questions due to Financial Planning (second round)
Monday April 23, 2018 Afternoon	Distribute responses to Councilor questions on budget (second round)
Tuesday April 24, 2018 2:00 p.m.	BUDGET WORK SESSION (if needed): Discussion of budget. Review process and calendar, Councilor questions, Councilor discussion, Council work session
Thursday May 3, 2018 2:00 p.m.	COUNCIL MEETING (Public Hearing): Resolution # 18-4873 Council approves budget for transmittal to the TSCC
Tuesday, May 15, 2018	Deadline to file budget with the TSCC
May 16 – June 7, 2018	TSCC public comment period (minimum 20 days)
Monday May 21, 2018 COB	Deadline for submittal of final department substantive and technical amendments <i>Amendments after approval are subject to limitations of Oregon Budget Law</i>
Tuesday May 22, 2018 by 10:00 a.m.	Deadline for submittal of Councilor amendments to the budget <i>Amendments after approval are subject to limitations of Oregon Budget Law</i>
Thursday, June 7, 2018 12:30 p.m.	TSCC public hearing on Approved Budget Metro Regional Center Council Annex
Friday June 8, 2018	Release packet of final department technical amendments and Councilor amendments
Tuesday June 12, 2018 2:00 p.m.	BUDGET WORK SESSION: Discussion of Councilor amendments; Review of final technical amendments
Thursday, June 14, 2018 2:00 p.m.	COUNCIL MEETING (Public Hearing): Resolution # 18-4874 Council considers and votes on amendments to budget
Tuesday June 19, 2018 2:00 p.m.	BUDGET WORK SESSION (if needed): Additional discussion of Councilor amendments
Thursday, June 21, 2018 2:00 p.m.	COUNCIL MEETING (Public Hearing): Resolution # 18-4874- final action taken Council adopts budget
July 1, 2018	Budget Effective
July 13, 2018	Deadline to file tax levy information with TSCC & Counties (July 14 th is Saturday)

**2018 Urban Growth Management Decision: Trends Behind
Regional Population and Employment Growth**

Work Session Topics

Metro Council Work Session
Tuesday, April 17, 2018
Metro Regional Center, Council Chamber

METRO COUNCIL
Work Session Worksheet

PRESENTATION DATE: April 17, 2018

LENGTH: 60 minutes

PRESENTATION TITLE: 2018 Urban Growth Management Decision: Trends Behind Population and Employment Growth

DEPARTMENT: Planning and Development, Research Center

PRESENTER(S): Ted Reid, Principal Regional Planner
Jeff Frkonja, Director, Metro Research Center
Dennis Yee, Metro Economist
Sheila Martin, Director, PSU Institute of Portland Metropolitan Studies
Tom Potiowsky, Director, PSU Northwest Economic Research Center
Bill Reid, Principal, PNW Economics

WORK SESSION PURPOSE & DESIRED OUTCOMES

Purpose: Provide Council with background on the draft regional population and employment forecast that will be released in the 2018 Urban Growth Report in late June 2018.

Outcome: The Council has an opportunity to hear outside perspectives on Metro's regional forecast and the trends that drive the forecast.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro and its partners produce the regional population and employment forecast to inform the Metro Council's urban growth management decisions.

The Metro Council last considered a regional forecast in the 2015 urban growth management decision. At that time, the Metro Council adopted the 2015 forecast and directed staff that it intended to make its next urban growth management decision in 2018. Making a growth management decision in 2018 requires an updated regional forecast. The new range forecast will be documented in the draft 2018 Urban Growth Report, which will be released in late June.

Metro staff facilitated a peer review of the new regional forecast. A couple of the external participants in this work session discussion participated in the forecast peer review process.

This discussion is intended to illuminate some of the trends underlying the updated draft forecast, such as demographic changes, migration flows, and economic conditions after the Great Recession. After a brief presentation by Metro staff, councilors will have the opportunity to engage in a discussion with our guest speakers

QUESTIONS FOR COUNCIL CONSIDERATION

Does the Council have any questions for Metro staff or the guest speakers?

PACKET MATERIALS

- Would legislation be required for Council action ☐Yes ☒No
- If yes, is draft legislation attached? ☐Yes ☐No
- What other materials are you presenting today? Draft 2018-2038 Regional Forecast Quick Reference and 2018 Urban Growth Management Decision: Engagement and Process Timeline.

This document summarizes the draft Metro 2018-2038 Regional Growth Forecast. It provides high-level talking points and forecast outputs for general audiences.

Key Findings

- A panel of experts, economists, and demographers found the forecast to be reasonably sound.
- The Metro region has rebounded from the Great Recession.
- The region added 45,000 new residents last year (2016), equal to 1.9% APR. This is the fastest annual growth since the Great Recession.
- The tight labor market is leading to a Portland area unemployment rate below 4 percent (December 2017). Job growth has been robust since 2014.
- Strong regional growth has lifted employment back above the pre-recession employment peak.
- Going forward, both population and job growth are expected to continue at a moderated pace because the region is approaching its full potential and full employment.
- Longer-term, the region will continue to see relatively stronger population growth than U.S. trends as net in-migration is expected to add to regional population – averaging 1.0% APR, (784,000 more residents in 7-county Metropolitan Statistical Area (MSA) from 2015 - 2045)
- Job growth in the long-term is expected to trend with population, – averaging roughly the same 1.0% APR, (406,000 more jobs in 7-county MSA between 2015 and 2045)

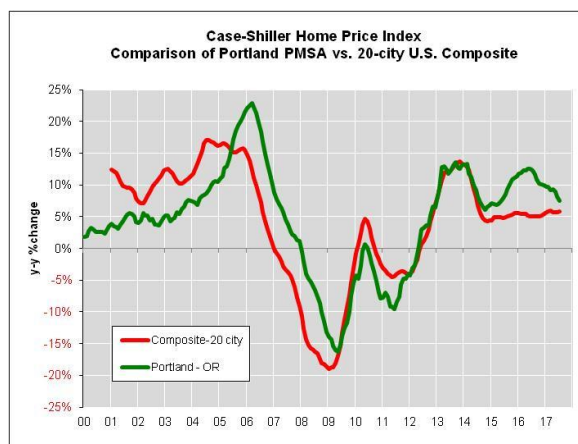
State of the Region

Annual 7-county MSA Population and MSA Employment

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Population	2,265,725 (0.7%)	2,291,650 (1.1%)	2,324,535 (1.4%)	2,362,655 (1.6%)	2,407,540 (1.9%)
Employment	1,020,400 (2.2%)	1,044,800 (2.4%)	1,076,000 (3.0%)	1,111,900 (3.3%)	1,144,500 (2.9%)

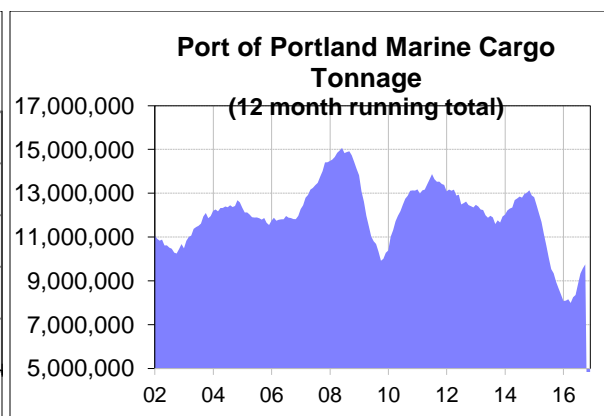
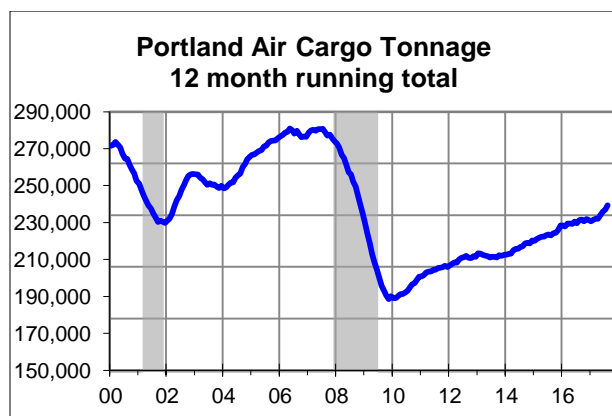
Source: PSU and BLS (annual growth rate in parenthesis)

- ❖ The Great Recession is now well past. Job and population growth have returned to pre-recession rates in recent years.
- ❖ National, state and regional unemployment rates are approaching near-full employment – meaning that anyone looking for a job is likely able to find a job, but may mean a shortage for businesses looking to hire.
- ❖ Strong real estate prices (charts below) indicate a growing economy with room to expand in a key blue-collar employment sector – construction. Surveys of local apartments show low vacancy rates and higher year-over-year rents.
- ❖ Prices for homes are similarly showing strong appreciation – another indicator of a robust and healthy economy.

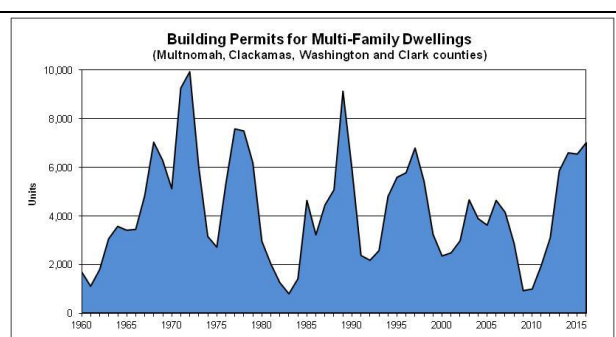
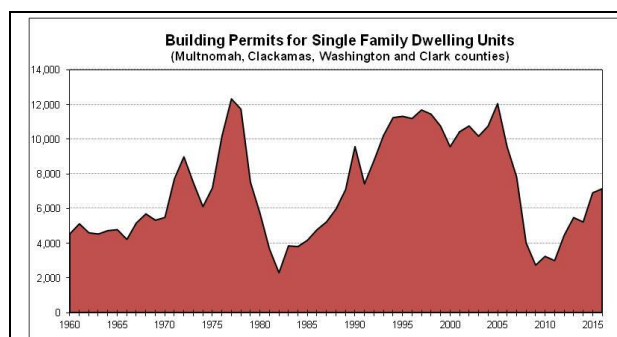


Sources: *Regional Multiple Listing Service, Case-Schiller*

- ❖ Cargo shipments (charts below) through the Port of Portland indicate a prosperous, growing region. Air cargo is ramping up to activity levels before the recession. Marine cargo (especially through Terminal 6) has not performed to expectations due to labor issues although it shows a capacity to rebound and contribute to regional job growth.



Source: *Port of Portland*



Source: *U.S. Census (Permits include Clackamas, Multnomah, Washington and Clark)*

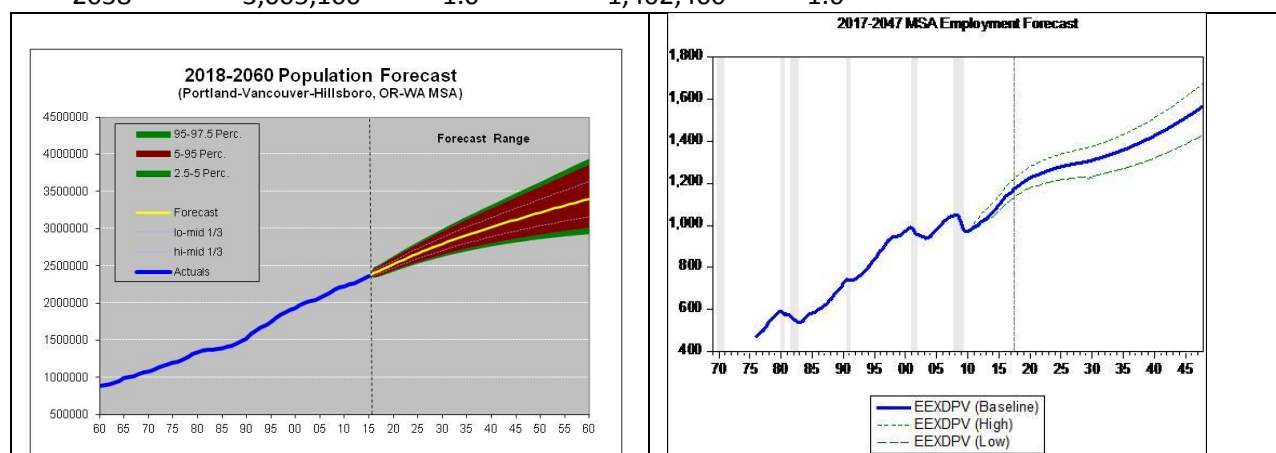
- ❖ Average Single-family permits issued in last 3 years = 6,400 units/yr; 20 year avg. = 8,050 units/yr
- ❖ Average Multifamily permits issued in last 3 years = 6,700 units/yr; 20 year avg. = 4,100 units/yr

Regional Forecast Summary

- ❖ Forecast prepared using up-to-date Census and Portland State Population Research Center data
- ❖ Forecast data sources include U.S. Bureau of Labor Statistics, Bureau of Economics, Federal Reserve Board, and Census
- ❖ U.S. growth projections derived from IHS Markit (August 2017 edition) and U.S. Census
- ❖ Annual comparisons between past forecasts and actuals/estimates are accurate and within an error band of about +/- 1 percent compounded, excluding years for the Great Recession
- ❖ Forecast contains uncertainty (see charts below).

2018-38 Regional Forecast, Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area

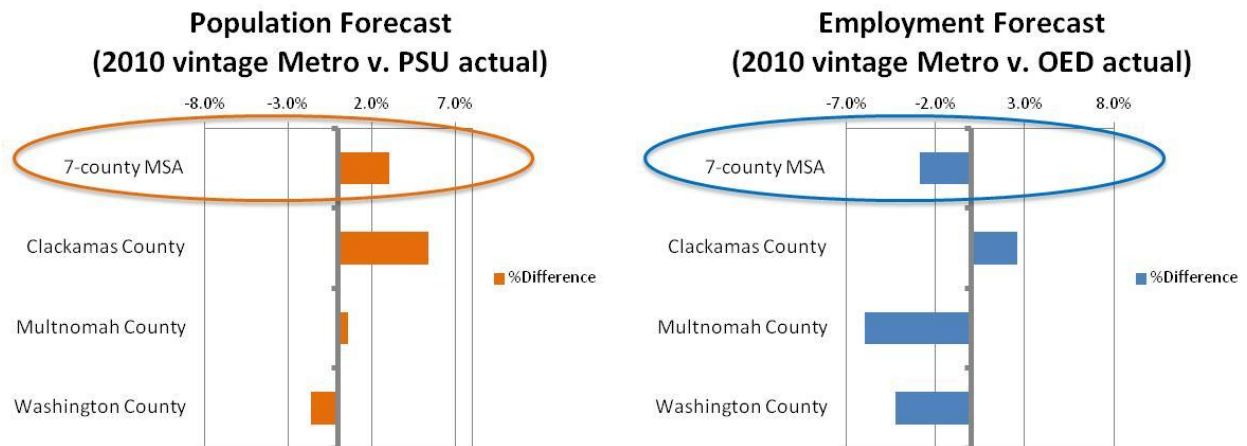
Year	Population	APR%	Employment	APR%
2015	2,362,655	1.6	1,111,900	3.3
2016	2,407,540	1.9	1,144,450	2.9
2017	2,443,900	1.5	1,169,300	2.2
2018	2,480,800	1.5	1,193,500	2.1
2019	2,513,500	1.3	1,214,250	1.7
2020	2,545,400	1.3	1,230,200	1.3
2038	3,005,100	1.0	1,402,400	1.0



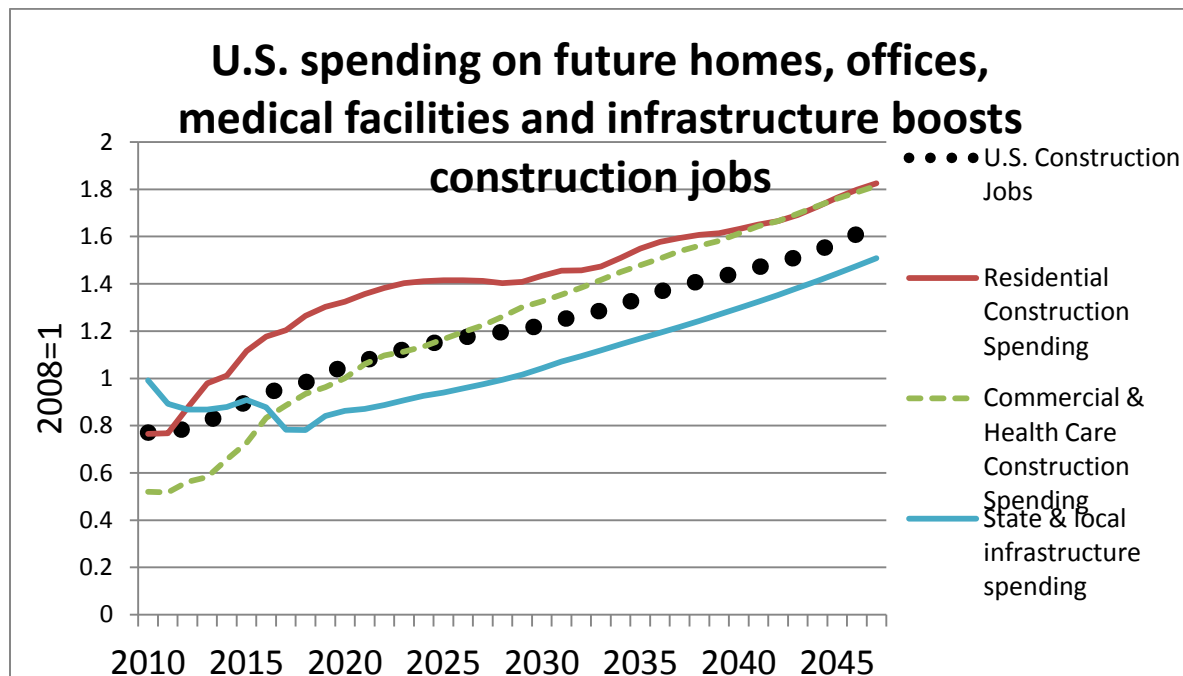
Source: history = {Census/ PSU and BLS; forecast = Metro, Research Center, November 2017)

Forecast Comparison (Metro November 2017 Forecast v. Metro November 2014 Forecast)

Total Population	2015	2020	2025	2030	2035	2040
(in 1,000's)						
Metro (2017 vintage)	2,362.7	2,545.4	2,691.5	2,822.5	2,940.4	3,046.7
Metro (2014 vintage)	2,342.5	2,519.2	2,671.8	2,814.1	2,937.9	3,052.1
% diff	0.9%	1.0%	0.7%	0.3%	0.1%	-0.2%
Total Employment	2015	2020	2025	2030	2035	2040
(in 1,000's)						
Metro (2017 vintage)	1,111.9	1,230.2	1,281.4	1,313.2	1,363.1	1,432.3
Metro (2014 vintage)	1,100.0	1,228.1	1,311.6	1,399.8	1,484.5	1,571.3
% diff	1.1%	0.2%	-2.3%	-6.2%	-8.2%	-8.8%

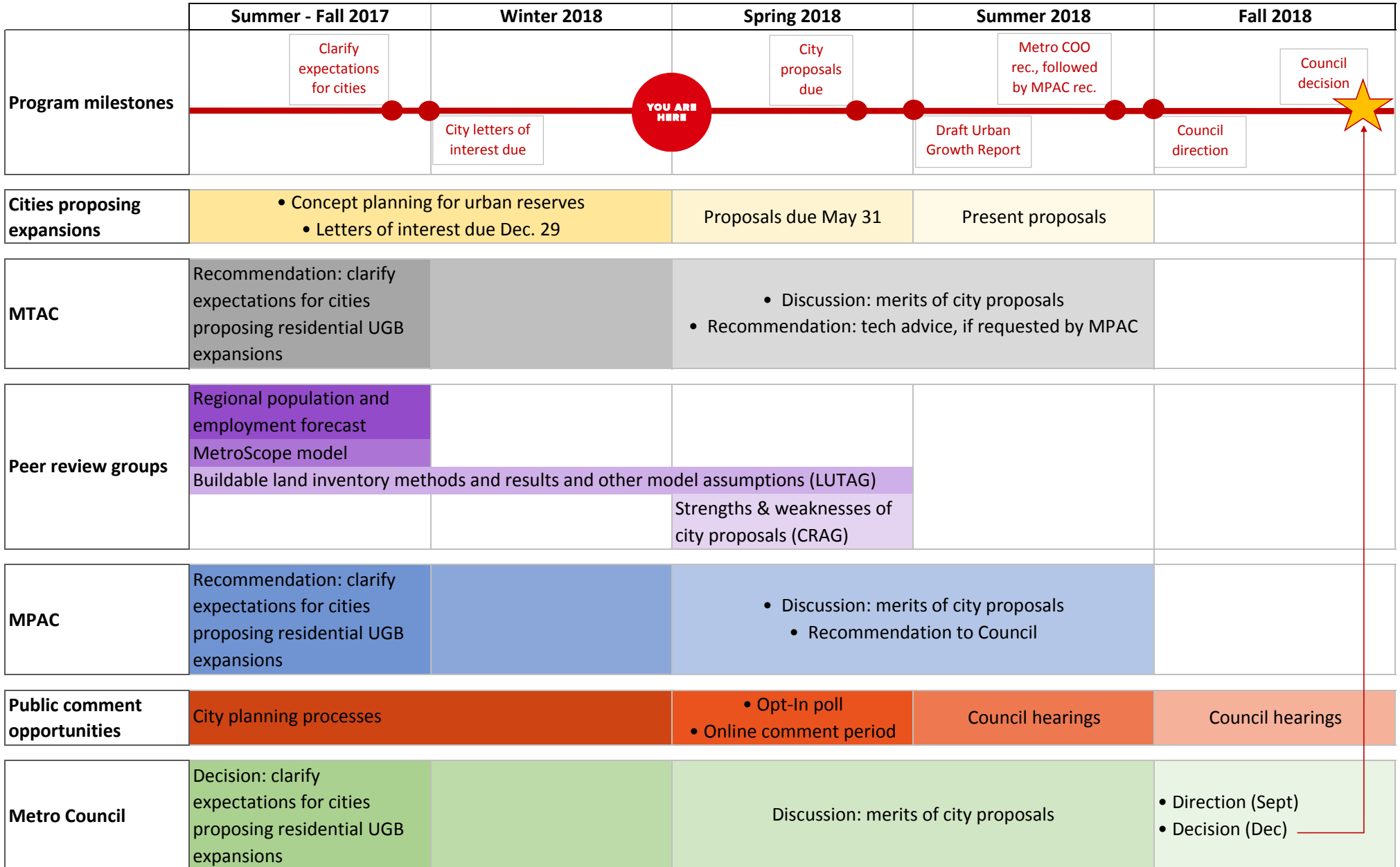
Prior Metro Regional Forecast Accuracy**Review of Metro 2017 Regional Forecast and NERC November 2017 Forecast**

- Both Metro and NERC economists agree that the differences between the two respective forecasts are not significant.
- Both concur that sector level employment differences are also not large
- Both forecasts project construction to be the fastest industry growth sector. Both cite infrastructure development from state and federal sources along with non-residential construction as key drivers of construction in future years.



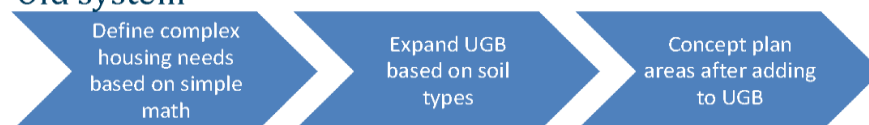
2018 urban growth management decision: engagement and process timeline

Per work program endorsed by Metro Council in February 2017

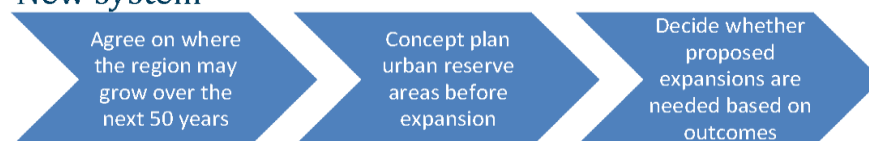


Evolution of regional growth management process

Old system



New system



Ongoing improvements to the region's urban growth management process

Protect farms and forests and make the most of what we have

- 1995: 2040 Growth Concept:
- Focus most growth in existing urban areas
 - Expand the UGB in urban reserves when needed
 - Protect industrial areas
 - Consider implications of growth in neighbor cities
- 1996: Urban Growth Management Functional Plan:
- Protections for industrial lands
 - No net loss for residential zoning
- 1997: Regional Framework Plan:
- Focus on redevelopment and infill
 - Provide housing choices
- 2010: Urban and Rural Reserves (long-term vision for urban footprint)

Take an outcomes-based approach

- 2009: Initial direction on six desired outcomes
- 2010: Formal adoption of six desired outcomes
- 2014: Climate Smart Communities Strategy
- 2016: Equity Strategy

Have a plan before expanding the UGB

- 2010: Require a concept plan before expansion
- 2011: Require additional consideration of housing affordability in concept plans

Improve technical analysis

- Ongoing: Peer review of models, methods, and forecasts
- 2009 on: Use of range forecast to acknowledge uncertainty
- 2014 on: Use of range of capacity to acknowledge uncertainty
- 2018 on: More explicit use of scenario modeling to inform growth management

Track development trends

- Periodic: Regional Industrial Site Readiness inventory
- Periodic: State of the Centers
- Periodic: Regional Snapshots
- Periodic: Urban Growth Reports

Be responsive to city proposals for UGB expansions

- 1992: Create annual opportunity for proposed non-residential expansions
- 2007: 2040 Planning and Development Grant program begins to fund local planning
- 2010: Create expedited UGB process for industrial expansion proposals
- 2017: Create mid-cycle UGB process for modest residential expansion proposals
- 2017: Clarify expectations for cities proposing residential expansions