



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, October 31, 2017

2:00 PM

Metro Regional Center, Council Chamber

2:05 Call to Order and Roll Call

2:10 Chief Operating Officer Communication

Work Session Topics:

2:15 Innovation and Investment Program Proposal

[17-4891](#)

Presenter(s): Paul Slyman, Metro
Matt Korot, Metro
Kevin Six, Metro

Attachments: [Work Session Worksheet](#)
[Metro Solid Waste Innovaton and Investment Program Proposal](#)

3:00 Councilor Liaison Updates and Council Communication

3:10 Adjourn

EXECUTIVE SESSION ORS 192.660(2)(F), TO CONSIDER INFORMATION OR RECORDS THAT ARE EXEMPT BY LAW FROM PUBLIC INSPECTION AND 192.660(2)(H), TO CONSULT WITH COUNSEL CONCERNING THE LEGAL RIGHTS AND DUTIES OF A PUBLIC BODY WITH REGARD TO CURRENT LITIGATION OR LITIGATION LIKELY TO BE FILED

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 kullanka dadweynaha, wac 503-797-1700 (8 galka hore illaa 5 galka dambe maalmaha shaqada) shan maalmo 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がご要請に対応できるよう、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 ឬដើម្បីទទួលបានកម្មប័ណ្ណរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ 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 nediscriminarea

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 sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

**MATERIALS MANAGEMENT INNOVATION AND INVESTMENT
PROGRAM PROPOSAL**

Metro Council Work Session
Tuesday, October 31, 2017
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: October 31, 2017

LENGTH: 45 minutes

PRESENTATION TITLE: Innovation and Investment Program Proposal

DEPARTMENT: Property and Environmental Services

PRESENTER(S): Paul Slyman, 503-797-1510, paul.slyman@oregonmetro.gov
Matt Korot, 503-797-1760, matt.korot@oregonmetro.gov
Kevin Six, 503-797-1672, kevin.six@oregonmetro.gov

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Inform Council of the proposed program to invest in the solid waste system improvements.
- Outcome: Council direction on the proposal and the development of the program.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro has broad legal authority, from the Metro Charter, the Oregon Constitution, and Oregon statutes, for planning, managing and overseeing the regional solid waste system. In 1987, the Metro Council designated solid waste as an area appropriate for a functional plan, recognizing the complexity of managing this system across two dozen cities and portions of three counties, over a million residents, thousands of businesses and many solid waste service providers. This system also has a complex mix of responsibilities in service provision, with Metro, local governments, privately-owned solid waste facilities, and privately-owned haulers all having a role. Because of the complexity and multiple parties in the solid waste system, at times the system may not fully meet all the public's needs because of challenges of making levels of investment necessary to meet all those public benefits.

At an April 2017 work session, Metro Council asked the Property and Environmental Services Department (PES) staff to research and propose a program through which Metro can help fill the gaps in financing necessary for the system to provide waste reduction services within the region that may introduce financial or technological risks.

In addition to filling the financing gaps, PES seeks to use this program as a tool to help achieve Metro's *Strategic plan to advance racial equity, diversity and inclusion*, to eliminate barriers and generate positive benefits for communities that advance racial equity, diversity, and inclusion through its roles in solid waste reduction, regulation, management, planning and policy.

In this work session staff will summarize the Innovation and Investment program proposal. This proposal is the result of staff's work interviewing industry and [b1] researching Metro and other public investment programs that use grants and loans to invest in for-profit businesses and non-profit organizations.

QUESTIONS FOR COUNCIL CONSIDERATION

List questions for Council's consideration that will help/guide the Council in providing policy direction.

- Does Council have any guidance or suggestions that staff should incorporate in the development of the program?
- Does Council wish to move forward with a budget amendment and Code change to re-establish this program?

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?
Metro Solid Waste Innovation and Investment Program Proposal



Metro Solid Waste Innovation and Investment Program Proposal

Property and Environmental Services Department

October 2017

Program Objectives

To create a Metro program that effectively invests public resources to:

1. Create, expand, preserve, and diversify efforts that advance waste prevention, reuse, recycling, and energy recovery in the Metro region
2. Advance diversity, equity, and inclusion in the solid waste system

Program Rationale

Metro has broad legal authority, from the Metro Charter, the Oregon Constitution, and Oregon statutes, for planning, managing and overseeing the regional solid waste system. In 1987, the Metro Council designated solid waste as an area appropriate for a functional plan, recognizing the complexity of managing this system across two dozen cities and portions of three counties, over a million residents, thousands of businesses and many solid waste service providers. This system also has a complex mix of responsibilities in service provision, with Metro, local governments, privately-owned solid waste facilities, and privately-owned haulers all having a role. In addition, privately-owned non-solid waste businesses utilize the region's recyclables to make new products and non-profit organizations assume the bulk of responsibilities for fostering the reuse of discarded materials.

Because of the complexity and multiple parties in the solid waste system, at times the system may not fully meet all the public's needs because of challenges of making levels of investment necessary to meet all those public benefits. This program is intended to help fill gaps in financing necessary for the system to provide additional waste reduction services that may introduce financial or technological risks.

In addition, to implement Metro's *Strategic plan to advance racial equity, diversity and inclusion*, the Property and Environmental Services Department (PES) seeks to eliminate barriers and generate positive benefits for communities that advance racial equity, diversity, and inclusion through its roles in solid waste reduction, regulation, management, planning and policy. This Innovation and Investment Program can be a tool to help achieve the PES desired outcomes of:

- Creating economic opportunities, including quality jobs, career entry and advancement, and contract and business opportunities in the solid waste system
- Providing programs and services equitably, eliminating barriers to increased participation by historically underserved, marginalized, low-income communities, and communities of color
- Minimizing negative impacts from the region's solid waste system
- Generating positive community benefits from the region's solid waste system

Program Overview

Eligibility

Eligible Applicants:

- Must be for-profit businesses or non-profit organizations involved in waste prevention, reuse, recycling, energy recovery or other management of the Metro region's discards
- Must be in compliance and in good standing with federal, state, regional, and local licensing, permits, and taxes, including, but not limited to environmental, zoning, labor, and transportation laws

Eligible Projects must:

- Be located within the Metro regional boundary, or have a significant direct impact to the management of solid waste in the region
- Prevent waste, reuse products, recycle materials, and/or reduce the environmental and negative health impacts of products

Funding

Types of Funding

For the first year of the program there would be two Innovation and Investment grant products:

- General Innovation and Investment Grants from \$10,000 to \$50,000 each
- Capital Innovation and Investment Grants from \$50,000 to \$500,000 each

After the first year, Metro will assess whether to continue both products or modify the types and amounts of funding.

Total Funding and Source

Up to \$3 million per year from the Solid Waste Reserve Fund

Program Duration

Three-year initial program, with annual assessments on the types and amounts of funding. In year three, staff will evaluate the program and Council will determine whether to continue.

Desired Projects

The focus of the program is to encourage the private and non-profit sectors to innovate in the ways they approach, interact, and invest in the regional solid waste system. The grant program will seek projects that are consistent with the goals and objectives of the forthcoming Regional Waste Plan, as well as with Metro's racial equity strategy.

First year grant products:

- General Innovation and Investment Grants – The funding parameters are broad to allow the private and non-profit sectors the chance to propose innovative projects that might be missing from the region's traditional solid waste operations. Depending on the scope of the application and the grant agreement, Metro funding could support personnel, operations, or equipment costs.

- Capital Innovation and Investment Grants – This funding is directed towards larger capital investments. Expenses could include equipment, machinery, capital improvements, and the related design, shipping, and installation costs.

Because the intent of this program is to fund projects that focus on waste prevention, reuse, recycling, energy recovery and the overall reduction of the environmental and health impacts of products, Metro will consider projects that relate to the disposal of solid waste only if they significantly advance Metro’s diversity, equity, and inclusion objectives of:

- Creating economic opportunities, including quality jobs, career entry and advancement, and contract and business opportunities in the solid waste system
- Providing programs and services equitably, eliminating barriers to increased participation by historically underserved, marginalized, low-income communities and communities of color
- Minimizing negative impacts from the region’s solid waste system
- Generating positive community benefits from the region’s solid waste system

Criteria for Evaluating Applicants

The criteria for the two grant products will be similar, with slight modifications based on the grant’s focus.

Metro will assess the quality of the overall project plan, how well it is thought out and if there is a detailed budget, good business plan, and enough experience available to put the plan in place. It will evaluate whether the proposed project meets an infrastructure or market need in the region, has a positive waste reduction or other environmental impact, and includes opportunities for the advancement of Metro’s diversity, equity, and inclusion goals.

The Capital Innovation and Investment Grants may include an additional criterion that gives priority to applications that address a specific identified need in the region. Metro will identify the nature of a priority focus area annually prior to the grant funding cycle.

Application Process

Prior to the beginning of a grant cycle, Metro will determine the total amount of funds available, the funding vehicle, number of funding products, and the maximum amount for any single grant. Metro will issue a Request for Grant Applications, including information on who may apply for funding, the funding priorities, match requirements, activities eligible for funding, and other information that will help applicants plan their project and submit a competitive application.

For the first year of funding:

- The General Innovation and Investment Grant product will have no defined due date within the fiscal year. This will be a rolling program and Metro will consider applications every three months as long as funds are still available.
- The Capital Innovation and Investment Grant product will be considered in a competitive process, with applications accepted during a defined time period.

Selection Process

- Metro staff will screen applications for completeness and required eligibility components.

- Staff will forward screened applications to a selection committee chaired by the PES Resource Conservation and Recycling Program Director. The selection committee will consist of 6-8 members. The committee will be a mix of public employees working in and outside of solid waste (Metro, local government, or state), citizen representative(s), and representative(s) of historically underrepresented or underserved communities.
- The selection committee will score the applications based on the published criteria.
- The committee will forward its recommendations to the Property and Environmental Services (PES) Director for approval.
- The Metro Chief Operating Officer (COO) will issue a Seven-Day Notice, which is to be modeled after Metro's Transit-Oriented Development (TOD) Seven-Day Notice. The Council will then have seven days from issuance of the Notice to request that the COO schedule a Council briefing and/or bring the matter forward for formal Council action. The decision becomes final after seven days if no Councilor(s) requests that the intended grants be presented to the full Metro Council for review. The Metro Council may approve the grant, deny the grant or, send it back to the COO for reconsideration.

Program Administration

Based on the experience of other Metro grant programs, the Innovation and Investment program will require a one full-time equivalent staff person to administer, as well as support from a manager and administrative employees. Staffing will need to be in place at least 3 months prior to the program's availability to the public. A number of forms, procedures, and processes will need to be created to smoothly implement the program.

Materials following this page were distributed at the meeting.

Solid Waste Innovation and Investment Program Concept

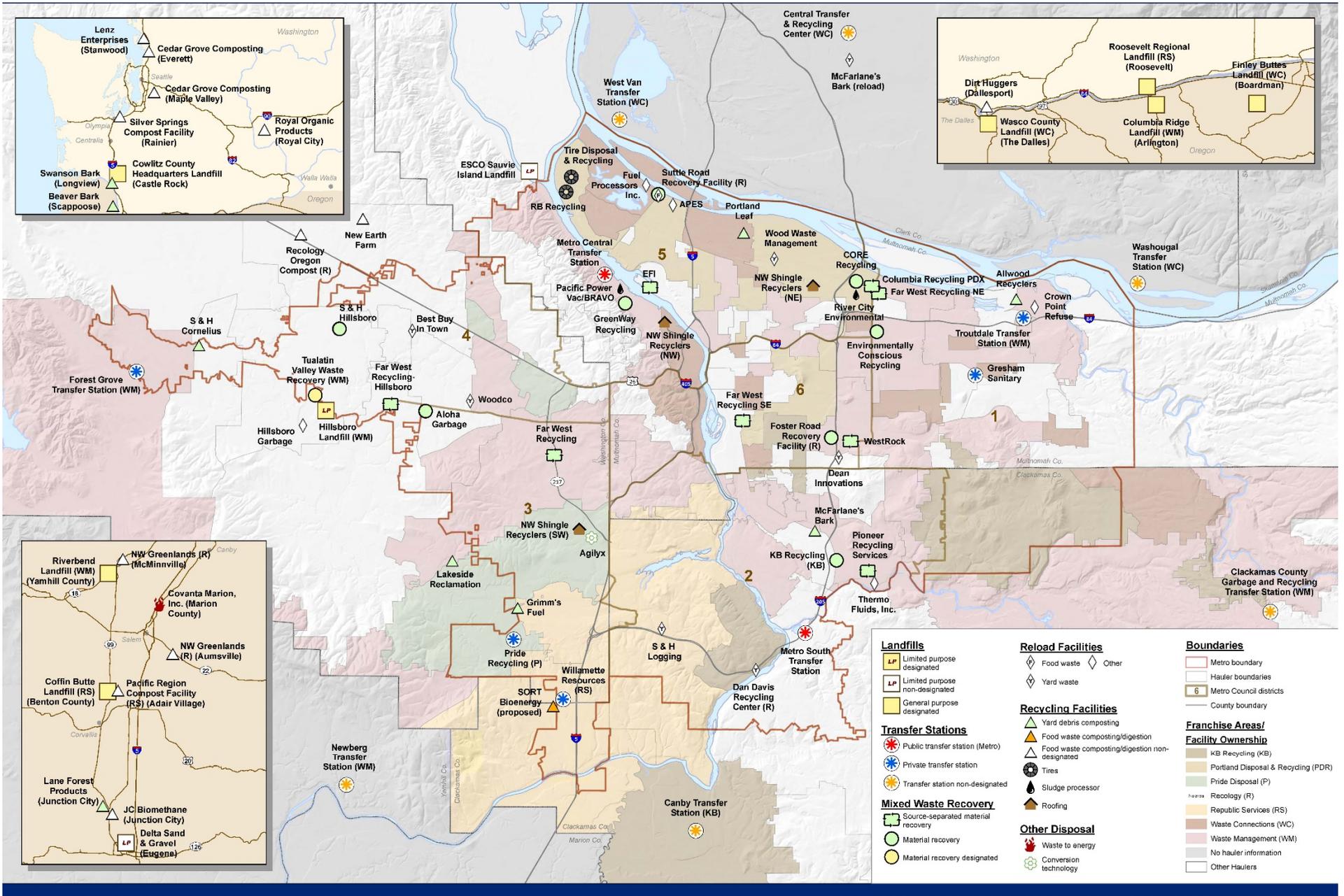
October 31, 2017



Public benefits

- Protect the public's health
- Protect the environment
- Get good value for the public's money
- Keep our commitment to the highest and best use of resources
- Be adaptable and responsive in managing materials
- Ensure services are available to all types of customers





Regional Solid Waste Facilities

Equity commitment

- Create economic opportunities
- Provide programs and services equitably
- Minimize negative impacts
- Generate community benefits



Strategic plan to advance racial equity, diversity and inclusion

Regional Waste Plan discussions

Preparing the
garbage and
recycling system for
2030

Discussions about
ways to improve
system, provide
opportunities



Input

Eight for-profit and non-profit organizations

Existing Metro grant program staff

Other public funding entities in Oregon

Out-of-state organizations



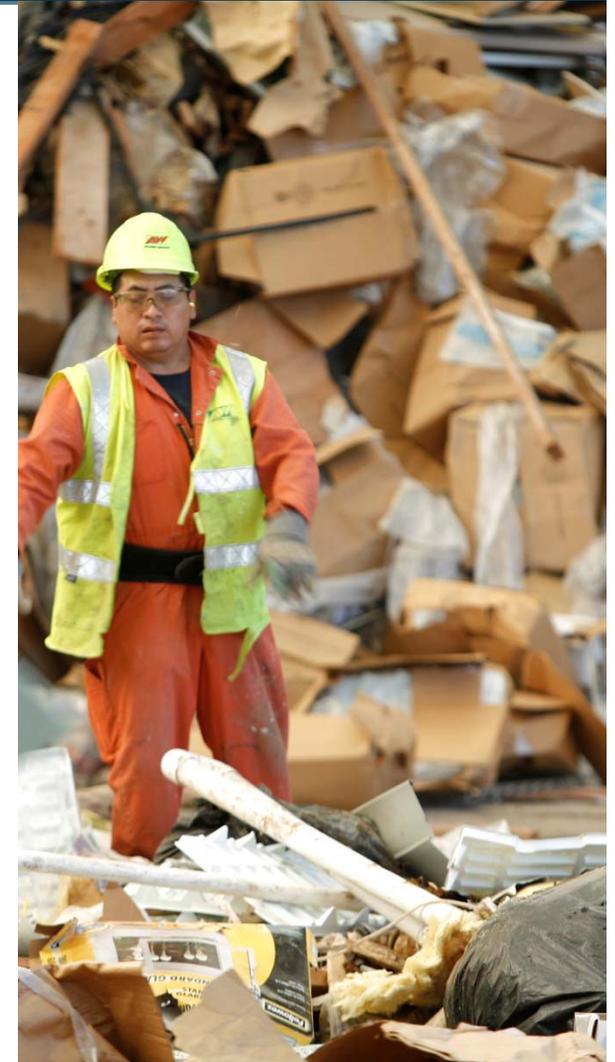
What we learned

- Previous Metro efforts had too much process
- There are opportunities and needs in the system
- Existing programs offer loans, grants and loan guarantees
- Limited availability among public programs for support of solid waste projects



What we learned

- Metro has significant experience in administering grant programs
- Opportunities to lead with a focus on diversity, equity, inclusion
- High demand for similar programs elsewhere

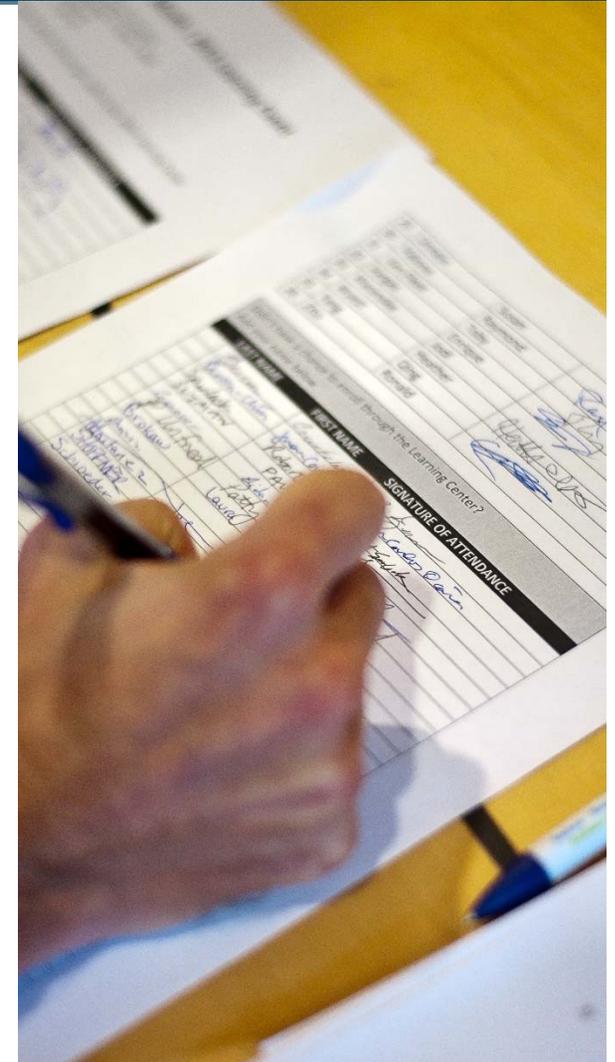


Proposal

- Initial three-year grant program
- For-profit businesses and non-profit organizations eligible
- System improvement and DEI criteria focus
- Up to \$3 million per year, funded from solid waste reserves
- Two types of grants:
 - \$10K to \$50K for operations, equipment, personnel
 - \$50K to \$500K for larger capital investment

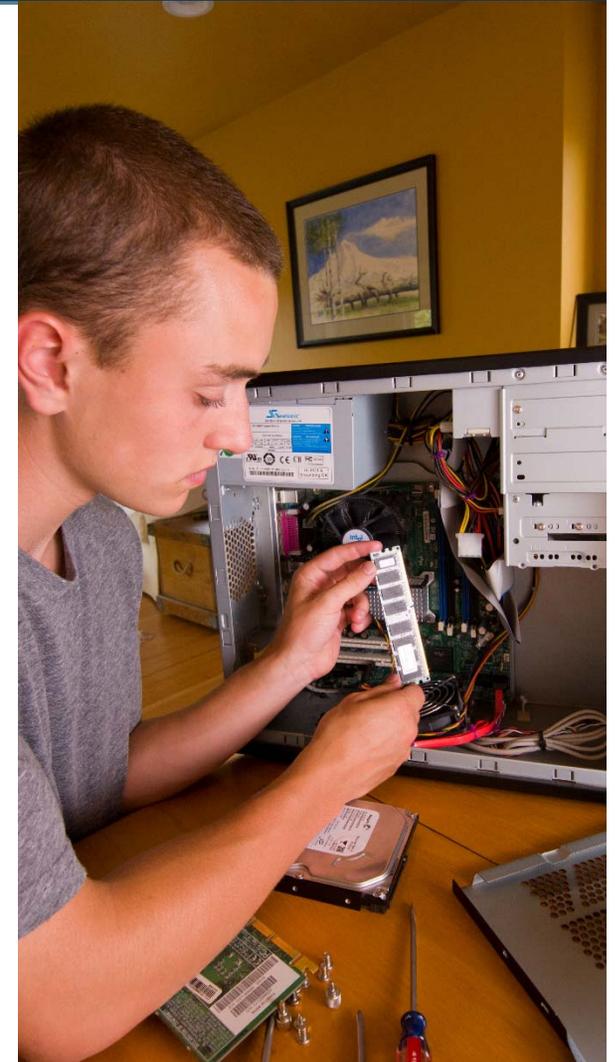
Proposed selection process

- Metro staff screens applications
- Selection committee to review proposals
 - Public employees from multiple agencies
 - Citizen representation, including from historically underrepresented communities
 - Other expertise as needed



Proposed selection process

- Selection committee evaluates and scores proposals
- Committee's recommendations go to Property and Environmental Services director for final decision
- COO issues seven-day notice to Council, during which any councilor can request formal Council briefing and review



What is needed

- Changes to Metro Code
- Budget amendment
- Refinement of program criteria
- Annual assessments of program administration
- Full program evaluation after 3 years



Comments on draft program

Largely supportive
with detail
questions

Capital grant limit

DEI component

Time to comment

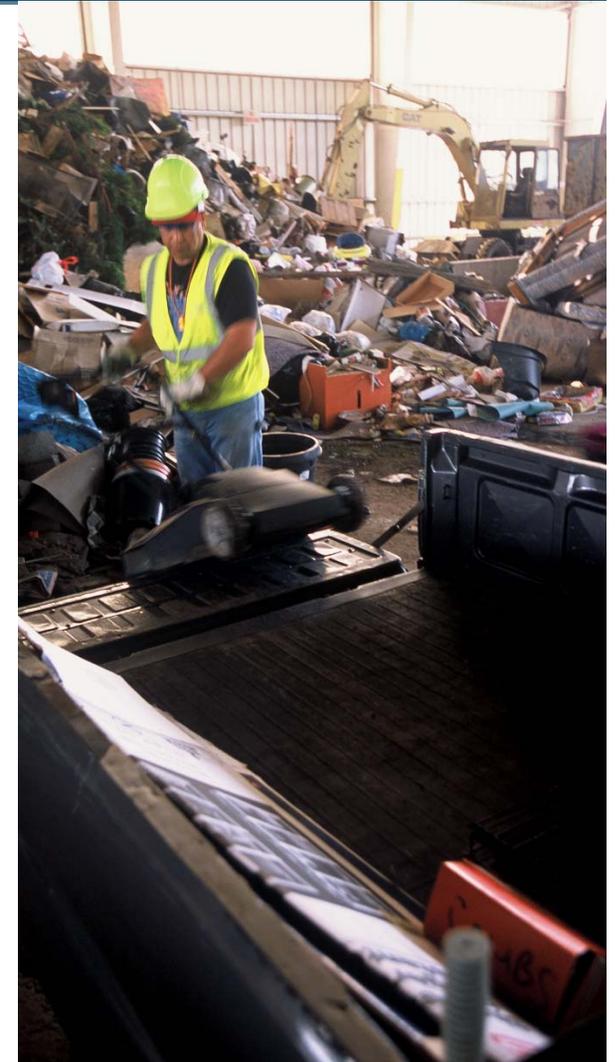


Proposed next steps

- Consideration of Metro Code amendments before end of 2017
- Define the selection criteria and application process
- Budget amendment
- Solicitation of grants may begin in late Spring 2018

Questions for Metro Council

1. Does Council have any guidance or suggestions that staff should incorporate in the development of the program?
2. Does Council wish to move forward with a budget amendment and Code change to re-establish this program?



Paul Slyman

503-797-1510

paul.slyman@oregonmetro.gov

Matt Korot

503-797-1760

matt.korot@oregonmetro.gov

Kevin Six

503-797-1672

kevin.six@oregonmetro.gov



Arts and conference centers

Garbage and recycling

Land and transportation

Oregon Zoo

Parks and nature

oregonmetro.gov