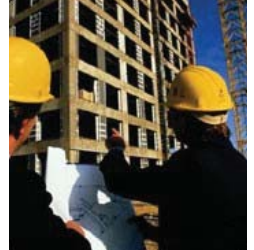




a service of Seattle Public Utilities

2006 Annual Report



Executive Summary

In 2006 Seattle Public Utilities' (SPU) Resource Venture program helped businesses and organizations to divert 904 tons from Seattle's commercial waste stream, save 78,987 gallons of water per day and prevent pollution from stormwater runoff on commercial properties. Resource Venture is managed by Cascadia Consulting Group with a team of expert consultants who provide a wide range of resource conservation services to businesses and organizations in and around Seattle. The initial emphasis of the program in 2006 was to seamlessly transition the program from the previous contractor to Cascadia and to establish a new Resource Venture brand and vision: to be **Seattle's one-stop resource and trusted leader for resource conservation and sustainable business.**

With input from SPU staff, the consultant team developed a Marketing and Communications plan to move toward this vision, build the Resource Venture brand, raise awareness of the program and its benefits among Seattle businesses, and sustain momentum via recognition and ongoing customer involvement.

In 2006 Resource Venture had three overall goals:

1. Realize resource conservation savings and eliminate waste through targeted, specialized assistance.
2. Provide services to a wide range of Seattle businesses that present resource conservation opportunities and/or adversely affect water quality.
3. Continue to build awareness in the greater Seattle business community of the benefits of sustainable business practices.

To reach the first goal, Resource Venture provided assistance to the largest generators of food and paper waste, the largest water users and businesses whose activities had a high risk of generating stormwater runoff and pollution. Quantifiable targets included:

- 1,000-2,000 tons of waste diverted.
- 100,000 gallons per day water saved.

Targeted outreach focused on businesses in four key sectors with the highest potential for resource savings: hospitality, food services, health care and legal services. In addition, Resource Venture provided timely and thorough information to all businesses that requested help or had significant need. This work included:

- Answering 1,050 calls on the telephone hotline;
- Attending, presenting and providing information at business meetings, events, conferences and tradeshows, reaching over 1,000 businesses; and

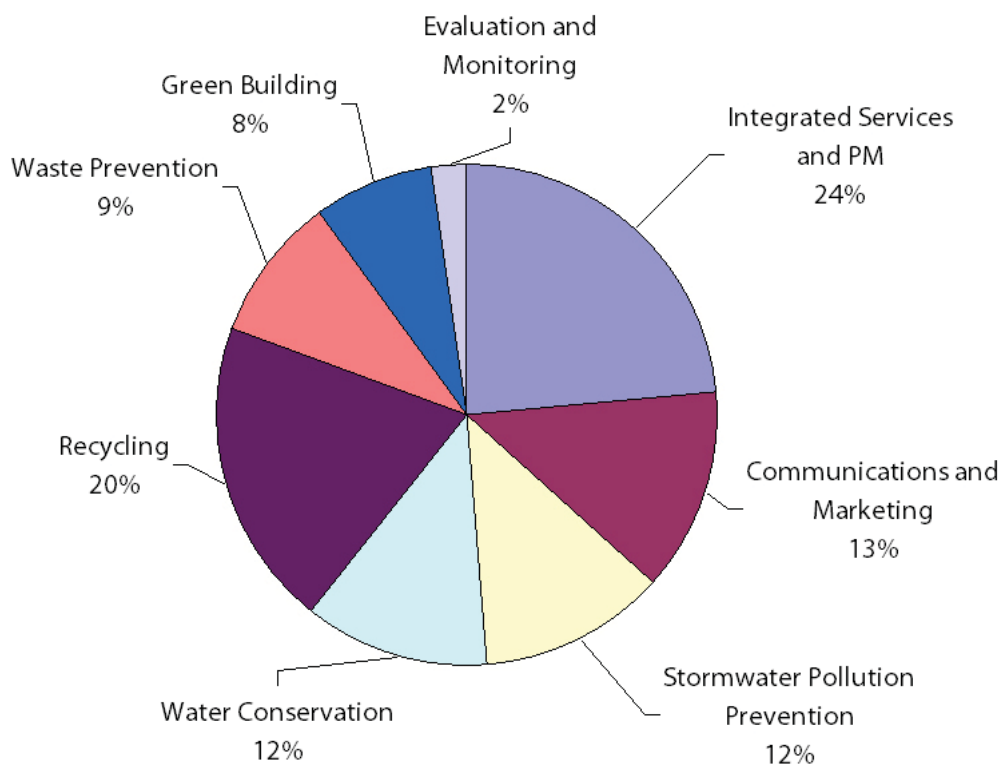


- Providing up-to-date information to over 11,500 users per month on the Resource Venture website, www.resourceventure.org.

All customer outreach was carefully tracked using a customized, state of the art Targeting and Tracking Tool (the Tool). Linked to a program database, program staff used the Tool to target outreach to customers with the highest resource conservation potential and to track activities, program implementation and actual resource savings.

Significantly more business customers (44% in 2006 compared to 24% in 2004) indicate their business is aware of and used Resource Venture's free services. As we move forward to meet the ever increasing business demand for resource efficiency assistance, Resource Venture will continue providing responsive customer service, aggressive outreach to target business sectors, customized technical assistance, and rigorous evaluation of program effectiveness.

Budget Expenditures in 2006 for all Program Areas (Total Budget, \$516,000)



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Meet the Team

The Resource Venture Team consists of firms and individuals with a wealth of expertise and decades of experience designing and implementing resource conservation programs for businesses. Covering capabilities in all the elements of resource conservation addressed in this project, members of our team are highly skilled in this field, many with national reputations, and are also deeply committed to making resource conservation and sustainable business practices the norm rather than the exception in Seattle and beyond. Resource Venture's project team consists of:

- Cascadia Consulting Group
- Environmental Coalition of South Seattle (ECOSS)
- ECOSS's Multi-Cultural Outreach Team (MCOT)
- SBW Consulting
- Colehour+Cohen
- PRR
- Herrera Environmental Consultants
- Paladino & Co.
- Full Circle Environmental
- Catapult Community Developers

About Resource Venture

The City of Seattle's Resource Venture program provides outreach, education, and technical assistance to businesses to help those businesses conserve resources, reduce or prevent pollution, and become more sustainable. The program is a service of Seattle Public Utilities (SPU) and supports three SPU lines of business: solid waste, water, and stormwater, providing both general outreach services to all businesses and customized assistance to targeted businesses to achieve tangible resource conservation savings. Services are offered in five program areas: 1) Recycling 2) Waste Prevention 3) Water Conservation 4) Stormwater Pollution Prevention and 5) Green Building. In addition to these core elements, the program includes a management and integrated services component, a communications and marketing element, as well as evaluation and monitoring.

NEW in 2006

In 2006, implementation of the Resource Venture program transitioned from the Greater Seattle Chamber of Commerce, where it was housed since its inception in 1990, to Cascadia Consulting Group. Although continuously managed by SPU, this shift resulted in a new brand, feel and focus for the program. Resource Venture moved from a largely autonomous program focused on distributing information about resource conservation to a program closely linked to SPU's resource efficiency objectives and new asset-based management approach. Integral to this approach are Cascadia's innovative Targeting and Tracking Tool, persuasive messaging and alignment with SPU program delivery metrics.

The New Tool

Resource Venture staff use a specially designed method of identifying and assisting Seattle's largest resource users. The program uses this method to systematically identify businesses that are significant consumers of multiple resources (e.g., water, waste, fats/oils/grease, and stormwater) and provides a suite of matching, integrated services. One of the overarching, desired outcomes of this effort is to maximize commercial resource savings per dollar of SPU's investment.

The central feature of this outcome-oriented approach is the data-driven Targeting and Tracking Tool. The Tool is a linked spreadsheet and database that combines publicly available local business data with industry-specific resource consumption data to identify specific businesses that are promising targets for proactive outreach.

In 2006, Resource Venture developed and populated the Tool with data needed for effective targeting, tracking program activities, results and outcomes. The Tool is an integral part of Resource Venture's results-oriented program and, in conjunction with effective and persuasive communication and assistance to businesses, serves to accelerate the transition from awareness to action in Seattle's business community.

Targeting Businesses to Achieve Outcomes

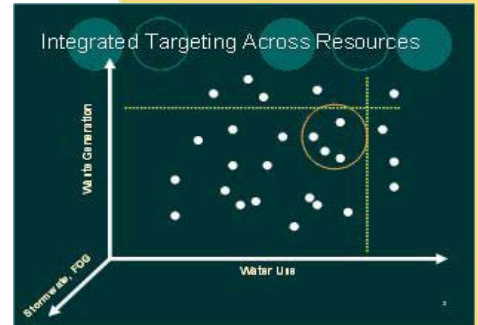
Resource Venture's overriding goal is to achieve resource conservation savings and eliminate waste. We do not wait for customers to call the program hotline or search the web for our services. We aggressively seek out businesses using



Targeting Businesses to Achieve Outcomes (cont'd)

targeted mailings, cold calls, and meetings with members of a customer's organization from the CEO to facility managers. Specializing in business recruitment and sales, Resource Venture team members follow up as needed to engage new customers.

Recruitment efforts during this first year of new program management relied heavily on existing relationships with the largest resource generators in Seattle's business community. Often referred to as 'warm' contacts, first year efforts targeted businesses demonstrating the greatest interest and potential for success. Resource Venture staff used the Targeting Tool to assess savings potential and develop a proposal. Implementation requires consistent follow up with the business, augmented by occasional recognition on the program website, in the media or in presentations and interactions with industry associations.



This diagram illustrates Resource Venture's use of the Tool to measure outcome potential across program areas. Points on the graph represent businesses and their resource conservation potential for water used, stormwater and fats/oils/grease (FOG) pollution potential and waste generated. The circled businesses represent those with the highest 'integrated' potential, or potential for outcomes over all resource areas.

Communications

While the focus on outcomes is paramount, education and outreach services are offered to all businesses that either request help or have significant need. This help is provided by answering Resource Venture hotline calls and updating the program website: www.resourceventure.org as needed. In 2006, businesses took advantage of this service via **1,050** calls to the hotline. These calls included questions about how to set up a recycling program, how to recycle a particular material, and what incentive programs exist for businesses interested in conserving water. The most common topic was recycling, with 432 calls received. Over the same time period, the website was viewed 409,845 times, 23,275 more than were received in 2005. The most popular website resources were the 'find a recycler' database, the free spill kit request form, and the Seattle recycling ordinance pages.

Building the Brand

According to a 2005 City of Seattle business survey, Resource Venture had a positive reputation among those who had worked with the program, however, less than 10% of Seattle businesses were aware of Resource Venture, and of those who were familiar, many did not understand the breadth of its services. Even City of Seattle employees were unfamiliar, and as a result were not referring businesses to the organization.

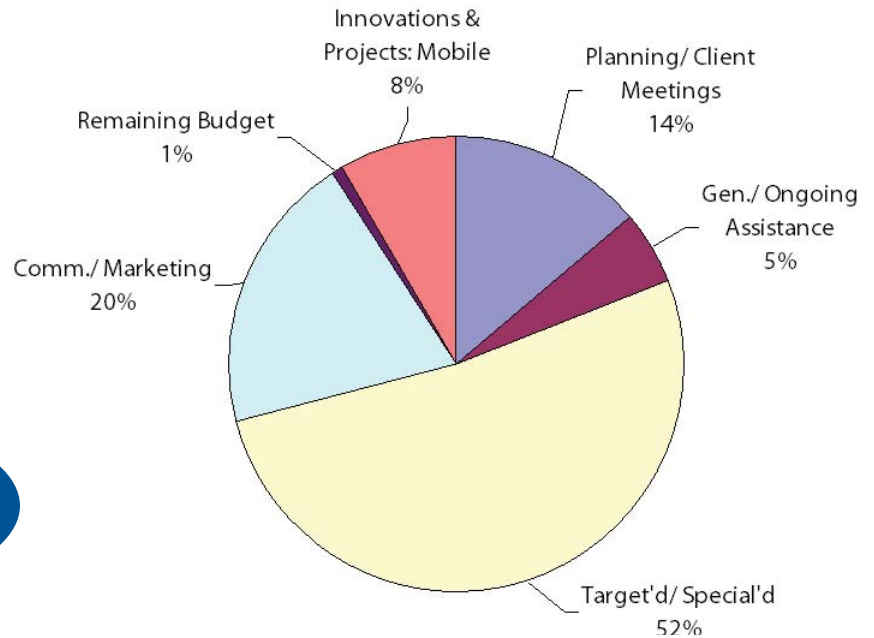
Working closely with SPU, Resource Venture conducted a ½ day Marketing & Communications planning session. The result is a plan that focuses on opportunities to build a brand that stands for integrated resource conservation and sustainability services in the marketplace. Outreach strategies focus on broad-based communications to build this brand while supporting these efforts with brand messaging that is integrated into every customer interaction. Over time, this strategy is intended to position Resource Venture as **the one-stop resource and trusted leader for resource conservation and sustainable business.**

Following the planning session, alternatives to the name 'Resource Venture' were tested among businesses via surveys, conversations and on-line tools. Survey results show that although businesses do not have an understanding of the breadth of services provided, they are increasingly aware of the program. As a result the decision was made to build on this awareness rather than build recognition of a new name.

Stormwater Pollution Prevention

Preventing pollution and reducing storm water flow are critical to preserving Seattle's marine and fresh water systems and species. The city's stormwater regulations include the necessary actions for businesses to effectively protect our surface water. Resource Venture educates businesses about these regulations, while providing simple incentives for compliance.

Percent of Time Spent on Stormwater Pollution Prevention Tasks



TOTAL # of businesses reached: 121

Focus on Corporate-Owned Groceries

Businesses reached: 25

Building on success with QFC grocery stores in 2005, Resource Venture focused on furnishing free kits to all Seattle locations of other major grocery store chains, including Safeway, Albertsons, Red Apple, Trader Joe's, Larry's and PCC. With the intent of reducing per business transaction costs for spill kit delivery, the approach included delivering all kits, maps and plans to one store location. Whenever possible, the company's Environmental Affairs or Facilities Manager disbursed the kits and plans to all other Seattle locations. The spill kit program proved very successful in providing an opportunity to approach businesses with additional initiatives, such as piloting food waste collection, properly managing fats, oils and grease or installing water-conserving fixtures. Resource Venture provided **25** spill kits via this focused effort.

The Spill Kit Program

Businesses reached: 90



Resource Venture's Spill Kit Incentive Program provide free spill kits, spill response plans and training to businesses engaged in any high risk pollution generating activity, for example those that use pollutants such as oil and gas in their daily operations. The program prepares businesses to address and respond to an on-site spill appropriately, and results in a higher number of businesses in compliance with stormwater regulations while augmenting SPU inspection efforts. In 2006, Resource Venture provided over **90** businesses with:

- Up to two free spill kits, an SPU-funded voucher, or a combination of both
- Spill plans, site maps and waste disposal diagrams
- Basic training on kit use and disposal options

Mobile Businesses

Resource Venture worked with SPU to coordinate with the Seattle Fire Department (SFD) and jointly develop a brochure for all food service establishments explaining proper maintenance activities concerning hood and vent cleaning. SFD plans to roll out a new required certification program for all service providers in mid 2007.

Resource Venture also conducted surveys of both carpet cleaners and hood and vent cleaners regarding their waste water disposal methods and their reactions to city assistance in order to encourage appropriate waste water disposal.

Fats, Oils, & Grease

SPU spends hundreds of thousands of dollars every year cleaning out sewer pipes clogged by fats, oils and grease (FOG). Reducing this cost requires proactive education and outreach to businesses and residents that may be washing or pouring FOG down sink or floor drains. In 2006, Resource Venture developed educational materials to support FOG education, including posters, door hangers, maintenance how-to information and stickers in several languages: Thai, Korean, Chinese, Vietnamese, Japanese, Russian and Tagalog.



Measurement

Resource Venture worked with SPU to gather the square footage of on-site impervious surface for businesses in sectors engaging in high risk pollution generating activities. These data were incorporated into the program Targeting and Tracking Tool and will be used to target businesses with the highest potential for pollution prevention in the future.

Technical Assistance

Businesses reached: 6

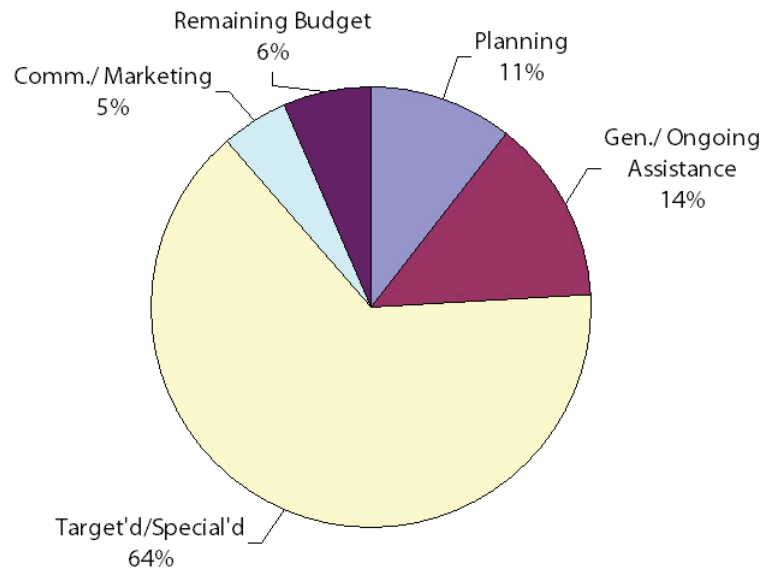
Resource Venture provided in-depth assistance to businesses out of compliance with Seattle's stormwater regulations. Businesses assisted were either self-referred or referred by SPU inspectors. Resource Venture staff:

- answered questions received on the program hotline
- supported businesses as they addressed specific corrective actions identified by SPU inspectors,
- helped businesses develop Stormwater Pollution Prevention Plans (SWPPP),
- developed and provided spill kits and a spill plans,
- provided necessary information for completing waste characterization tests (TCLP test) for solids that accumulate in stormwater treatment systems,
- coordinated with King County's Voucher Incentive Program for business vouchers
- developed strategies for redesigning facilities to minimize stormwater pollution and runoff from business activities
- helped mobile vendors meet regulatory requirements

Water Conservation

In 2006, the Resource Venture provided targeted assistance to the largest retail water customers in Seattle and the Saving Water Partnership (www.savingwater.org), businesses benefiting from rebates for the replacement of water cooling or heating equipment, and ethnically owned businesses. Resource Venture's goal was to help businesses implement water conservation measures to help SPU reach 6 million gallons of water savings per day in the institutional, commercial and industrial sector by 2010.

Percent of Time Spent on Water Conservation Tasks



TOTAL # of businesses reached: 283



Large Retail Customers

Businesses reached: 5

Resource Venture completed analyses and proposals of condensate reuse and other major water conserving projects for **5** large retail customers in 2006. The savings from these proposals are estimated to be 55,028 gallons per day.

The Resource Venture will recruit new customers in 2007, as well as continue to encourage current customers to implement proposed upgrades and apply for SPU rebates.

Greening Ethnic Businesses

Resource Venture encouraged ethnically owned and operated businesses in Se-

attle and the Saving Water Partnership (www.savingwater.org) to replace outdated, inefficient equipment with new, low-flow water conserving equipment.

In 2007, Resource Venture will continue business visits and coordinate the delivery and installation of new equipment.

Businesses visited	106
Businesses making one or more changes	92
Aerators installed	325
Sprayheads installed	17
Businesses requesting new toilets	34
Number of toilets requested	50
Number of toilets delivered	9
Businesses within City of Seattle limits	99
Businesses within Saving Water Partnership	7

Installation & Upgrades

Businesses reached: 50

Resource Venture promoted water-conserving equipment rebates to businesses via flyers, mailings, phone calls, site visits and the website. As a result, **50** businesses received rebates for installing or upgrading equipment in 2006. Rebates and information about water conserving equipment are posted on www.resourceventure.org and www.savingwater.org.



Gallons Per Day Savings

This table shows realized plus potential water saved from Resource Venture's 2006 water conservation activities in gallons per day (gpd).

	Water Gallons Per Day Saved or Identified for Savings		
	Water Conservation Program	Condensate Recovery Program	Total
Large Customers			
Port of Seattle	3,611	2,972	6,582
Seattle Life Science Center	4,129	--	4,129
Benaroya Hall	1,371	2,971	4,342
Grand Hyatt	13,163	4,590	17,753
Harbor View	--	22,221	22,221
Sprayheads	1,250	--	1,250
Subtotal	23,524	32,754	56,278
Greening Ethnic Businesses			
Sprayheads & Aerators	4,672	--	4,672
Toilets	1,815	--	1,815
Subtotal	6,487		6,487
Installation & Upgrades			
Bathroom	10,281		10,281
Cooling/Refrigeration/Ice	4,761		4,761
Custom Project	400		400
Laundry Systems	144		144
Subtotal	15,586		15,586
TOTAL SAVINGS	45,597	32,754	78,351
		<i>Utility Goal</i>	100,000

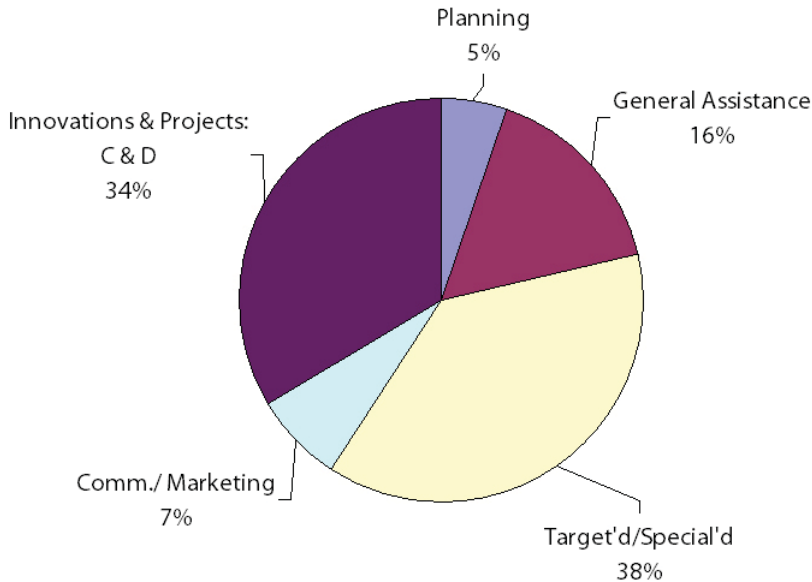


"Resource Venture developed several cost saving measures for the Pier 66 complex. They approached us with an initiative and performed the preliminary study for recovering steam condensate waste to use as make-up water for our cooling tower. They saved us the cost of replacing our entire system."

-Dennis Scott, Port of Seattle

Recycling

Percent of Time Spent on Recycling Tasks



The Resource Venture worked with Seattle's largest waste generators in 2006 to divert valuable materials from disposal, such as food scraps and paper, and help SPU reach its 60% recycling goal by 2010. Assistance was targeted primarily towards the hospitality and health care industries with a diversion goal of 1,000 – 1,500 tons of food waste and recyclable paper for the year. Resource Venture also provided basic recycling assistance to all Seattle businesses seeking information and support via the program hotline and website.

TOTAL # of businesses reached: 1,565

The Hotline

Businesses reached: 432

In 2006 the program answered **432** calls regarding recycling, including questions such as where to recycle items not collected in Seattle's business collection or residential curbside collection programs and requests for container labels, signs and posters in different languages. The program also responded to special mailings highlighting Resource Venture services, such as:

- An SPU Curb Waste and Conserve newsletter article listing the Resource Venture hotline phone number
- An SPU mailing encouraging customers to order recycling posters, labels and educational materials
- An SPU mailing offering free recycling container labels in a variety of languages to Seattle Businesses. Resource Venture provided labels to **296** businesses.

The Website

Resource Venture's website includes an on-line database listing companies collecting and/or accepting reusable or recyclable materials. This database is the most commonly viewed feature of www.resourceventure.org.



Events

Businesses reached: 800

Resource Venture conducted presentations about recycling and resource conservation at several businesses and organizations upon request, reaching approximately **800** attendees in 2006. These included:

- BOMA conference
- Chamber Green Advantage workshop
- Chef's Collaborative
- Puget Sound Engineers Association

Targeted Assistance

Resource Venture provided targeted assistance to businesses with the highest potential for resource conservation. Assistance included:

- Waste and recycling assessments;
- 16 customized proposals, including projected cost savings and new recommended service levels for waste and recycling;
- Vendor contacts; and
- Implementation assistance, including staff training, educational materials, bin recommendations, etc.

Locating an employee 'champion' was the most critical factor for businesses successfully implementing or expanding recycling programs. 'Champions' are employees to whom environmental initiatives are personally important.

Most businesses require several months of persistent prodding before they implement new recycling initiatives.



Recycling Champion,
Scott Jenkins,
Vice President, Ballpark
Operations,
Safeco Field

Paper & Container Recycling

Resource Venture worked with **16** hotels, hospitals, athletic centers, research institutes and other businesses to increase paper and other recycling.



RESULTS

120 tons of paper diverted annually as updates are made to paper recycling program

115 tons of other recyclables diverted annually (e.g., cans, bottles, plastic film and other containers)

Food Compost Collection

Resource Venture worked with **21** catering companies, hotels, large event facilities, grocers and other businesses to collect kitchen scraps, plate scrapings, food-soiled paper products, and flower and plant waste for composting at Cedar Grove Composting, Seattle's regional compost facility.



RESULTS

390 tons of food waste diverted annually

867 additional tons of food waste identified for diversion but not yet implemented

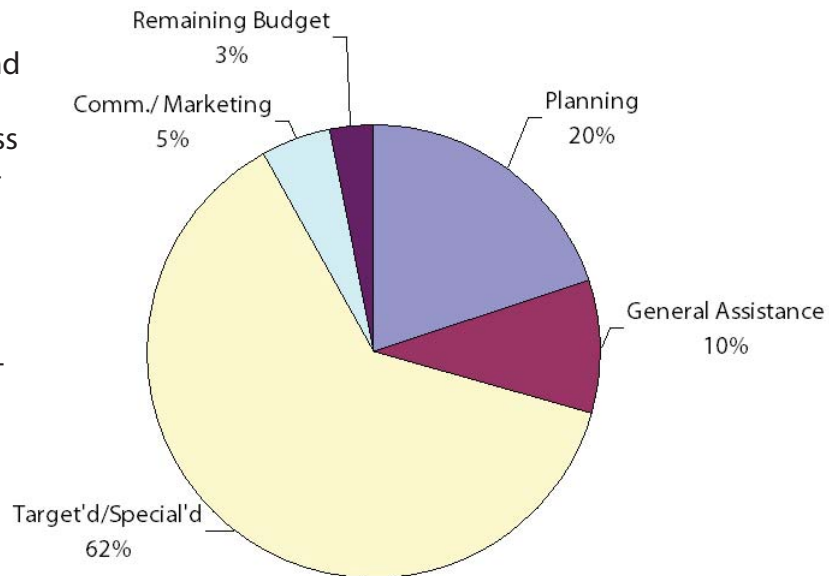
Waste Prevention

Resource Venture assists Seattle businesses in their efforts to maximize the usable life of valuable materials. In 2006, the program focused on:

1. Encouraging food service businesses to donate surplus food to local food banks and meal programs,
2. Working with thrift stores to develop excess glass and ceramic wares to serve as a feed-stock for local cement manufacturers, &
3. Reducing paper use in Seattle's law firms and health care facilities.

These programs are all part of SPU's efforts to eliminate 2%, or 8,000 tons, of the city's commercial waste stream by 2008.

Percent of Time Spent on Waste Prevention Tasks



TOTAL # of businesses reached: 173

Focus on Thrift Stores

Businesses reached: 10



Resource Venture worked with the largest thrift stores in Seattle, such as Goodwill and Salvation Army, to clarify the nature of approximately 100 tons of surplus glass and ceramic wares generated as waste every year and develop alternative uses for the materials. Possibilities include using the material as an ingredient in recycled cement, porcelain or glass products such as glass bricks. Challenges to reuse include collection and transport from the thrift stores to the manufacturers. This effort included organizing a thrift store forum to facilitate collaboration.

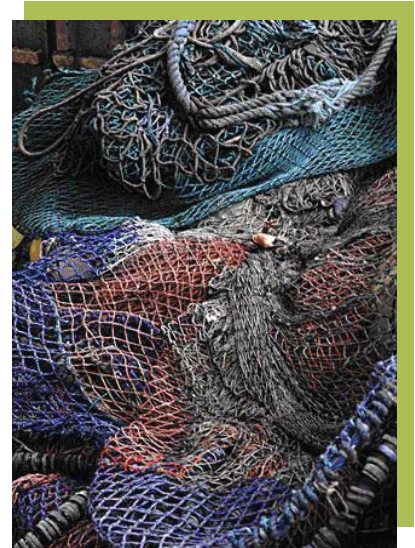
Focus on Food

Resource Venture collaborated with SPU to publish City food donation brochures and web pages educating businesses about food donation regulations, needs and opportunities; attended workshops regarding food recovery programs; organized a training about providing food donation outreach to local businesses; and promoted food donation to local businesses. Surplus food may be available for donation, but another obstacle prevents it at this time. Seattle's food recovery agencies do not have the transportation capacity to accept additional prepared and perishable food items, even from large businesses. SPU is working with SPU's food recovery planning committee and consultants to address these obstacles.



Focus on Fishnets

When customers dispose of fishnets, rope and cable at Seattle's transfer stations, the materials tangle and damage equipment, disrupting operations and resulting in costly repairs. Resource Venture researched recycling markets for these materials in an effort to prevent them from entering the waste stream to begin with. Research revealed two major obstacles to removing the material via recycling: 1) labor costs to prepare materials for the recycling market are prohibitive and 2) quantities of the prepared materials are not sufficient or reliable enough to stimulate recycling. Nets, rope and cable disposed at the Port of Seattle's Fisherman's Terminal represent approximately 2 pallet loads per season. The Fisherman's Terminal requested grant funds from NOAA to establish ongoing collection and recycling.



Focus on Paper

Businesses reached: 6

Resource Venture recruited three of Seattle's largest law firms, including Perkins Coie, Davis Wright Tremaine and Preston Gates and Ellis, and two hospitals, including Swedish and Group Health to join a targeted paper reduction campaign in the coming year. These businesses together generate at least 1,500 tons of recyclable paper annually. Plans include assessing paper use in each business, recommending paper reduction strategies, assisting with implementation and measuring results.

Technical Assistance

Businesses reached: 7

Resource Venture contacted seven of SPU's largest customers that self-haul their garbage to city transfer stations and worked with each to identify waste prevention and recycling opportunities. These businesses disposed of 550 tons of waste in 2006, including recyclable plastic film, waxed cardboard packaging, broken pallets, shredded paper, plastic pharmaceutical waste, plant pots, green waste, construction and demolition materials and metal manufacturing slag. We provided customized educational materials and resources, where helpful.

Resource Venture also began developing recycling resource sheets for two of the most common self-hauled materials of value: cardboard and wood. Transfer station staff will provide these sheets to customers regularly hauling large quantities to city transfer stations in an effort to encourage reuse and recycling.

General Assistance

Resource Venture answered **84** questions about waste prevention on the program hotline, such as:

- I have ten computers I need to get rid of. What should I do with them?
- How can I set up an audit of my business's practices?
- My business produces large quantities of synthetic fabric scrap in the manufacturing process. Would any businesses be interested in taking it?

Program staff frequently updated the Resource Venture website with new and improved waste prevention information, and reached **150** people via presentations about waste prevention at the following events:

- NBIS Waste into Profits workshop
- NBIS Green Cleaning workshop
- NW Paper Forum, hosted by SPU
- Clean and Safe Seminar, hosted by Fisherman's Terminal, Port of Seattle
- Marine Expo

Green Building

In 2006, Resource Venture incorporated green building messages, techniques and practices into all program areas. Recognizing Green Building as a spectrum of resource efficiency practices, this area of the program draws more than ever upon Resource Venture's capacity to integrate business outreach across program areas. The program also pursued a focused effort to fill a void of outreach and certification programs for Seattle's small multi-family developments.

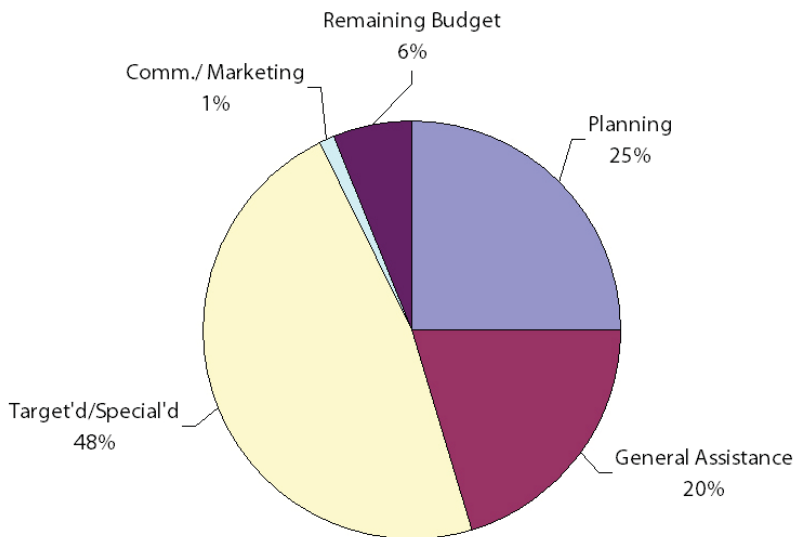
Collaborating with other Green Building assistance and certification programs, including the City's Department of Planning and Development's Green Building Team, Seattle City Light's Built Smart and the

Building Owner and Manager Association's Built Green, Resource Venture researched multi-family infill construction to learn more about current programs and trends specific to this sector. The objective was to recommend a targeted certification program for small multifamily infill construction, focusing on projects of 20 units or less, and providing incentives specifically related to SPU's lines of business. It became apparent, however, that other Green Building outreach programs in the Seattle area were developing plans to expand outreach to include small multi-family projects.

Toward the end of 2006, Resource Venture's Green Building emphasis shifted. Future focus includes assistance to improve resource

efficiency in existing buildings. Results from the 2006 multi-family development research proved interesting, however, and can be found at www.resourceventure.org.

Percent of Time Spent on Green Building Tasks



Ongoing Assistance

Businesses reached: 36

Resource Venture provided general support and assistance to all businesses that contacted the program, responding to a total of **36** calls in 2006, including:

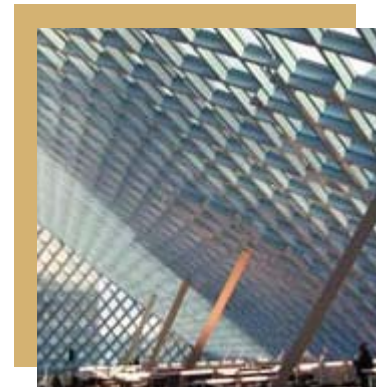
- How do I go about studying for and obtaining LEED certification?
- Please send me a copy of your deconstruction specification.
- How can we recycle more materials at our construction site?

Businesses also sought information on the program website, where Green Building is second only to Waste Prevention and Recycling in total number of customer hits, or 22.4% of Resource Venture's total website hits. The most commonly visited Green Building web pages were about construction waste management (17,320 total hits), and Green Building publications (7,522 hits).

Factsheets & Presentations

Businesses reached: 40

The Resource Venture completed fact sheets for building owners, designers and contractors about Green Roofs and Natural Drainage. Program experts also conducted presentations explaining how developers can factor green building decisions into their standard planning processes.



C&D Recycling Study

Construction and demolition waste (C&D) is typically collected, transported and disposed separately from other municipal solid waste (MSW). Nationally, if C&D were combined with MSW, the C&D waste would be around 40% of the total tonnage. In 2005, approximately 150,000 tons of C&D from Seattle were delivered for landfill disposal to private transfer stations by the City's contracted haulers, as well as by other large C&D haulers not under contract with the City. Possibly as much as double this amount is diverted for recycling or for beneficial uses as boiler fuel and alternative daily cover. Another 50,000 tons were delivered to the City's transfer stations in 2005 for disposal by home remodelers and small contractors. Both the amount of C&D materials generated by activities such as demolition, construction and remodeling and the amount of C&D currently being recycled or put to beneficial use from the City are significant data needs which the City intends to track in the future.

In 2006, Resource Venture asked contractors, haulers and processors to review and evaluate policy options to increase diversion of C&D waste in Seattle. A summary of recommendations, including the following, were presented to the City:

- Increase disposal tip fees to encourage diversion
- Develop a commingled C&D processing facility
- Develop the market for recycled feedstock
- Provide information about recycling options
- Provide a clear picture of City rules and policies
- Enforce all requirements so there is a level playing field for businesses participating in C&D waste and recycling



Salvage & Deconstruction Study

A portion of the C&D waste in Seattle is generated by home remodelers and small contractors who self-haul the waste to City-owned recycling and disposal stations. In many cases materials are sorted onsite to be recycled or salvaged before entering the waste stream. However, it is likely that as much as **50% of the materials that could be reused or recycled is still being disposed** of in the MSW stream. An increase in the volume of construction activity has resulted in a significant increase in demolition activities in Seattle over the past 10 years. Taking steps toward a goal of maximizing reuse and recycling, Resource Venture conducted research to identify barriers to expanded salvage and deconstruction activities as an alternative to traditional demolition. Salvage and deconstruction practices reduce solid waste and maximize the inherent value of materials.

Resource Venture reviewed standard salvage and deconstruction practices related to residential and small commercial buildings, conducted surveys of contractors who self-haul C&D waste, summarized survey findings, including perceived barriers to recycling, salvage, and deconstruction and recommended strategies for expanding salvage and deconstruction activities.



2006 Platinum Customers

Our Platinum Customers for 2006

Delridge Convenience Store	Howland Homes	Safeway #1143
7-Eleven	HQ Building Suply	Safeway #1477
Alberson's Used Tires	I Love Teriyaki	Safeway #1508
Alexis Hotel	Immaculate Window Cleaning	Safeway #1550
Atlin Investments Inc.	Isotron Corp.	Safeway #1551
Auburn West Enterprises	Jeff's Diesel Works	Safeway #1845
Auto Quest	Jones Barbeque	Safeway #1885
Benaroya Hall	Lake Union Yacht Center	Safeway #219
Bentall Capital	Lee's Automotive	Safeway #368
Bert's Red Apple	Markey Machinery	Safeway #373
Best Western	Midas Automotive Repair	Salvation Army
Breezeway Apartments	Monaco Hotel	Savers
Cascade Motors	NOAA	SeaFreeze
Cascade Trade	Noland Homes	Seattle Cancer Care Alliance
Cascadia Consulting	Northgate 76	Seattle Life Sciences
Charlie's Gardens by Michael Angelo	Northgate Automotive	Seattle Mariners
Chelan Manufacturing Co	Northwest Castings	Seattle Shipwright
Children's Hospital	Northwest Center	Security Services NW
Continental-Bentall	Original Philly	SGM Global
Cornish College of the Arts	P & M Construction Inc	Shred-It
Davis Wright Tremaine	Pacific Medical Center (Amazon.com)	South Seattle PD
Delridge Community Center	Pacific Science Center	Southwest Plumbing
Dere Auto	Patty's Eggnest	Swedish
Espresso Specialists	Perkins Coie	The Canal
Fleet Masters	Pier 56	The Edgewater Inn
Forest Lawn Cemetery	Pioneer Human Services	The Greenwood Market
Fred Hutchinson Cancer Research	Port of Seattle (Pier 66)	Unico
Institute	Promenade Red Apple	Union Bay Fabrication
Fresh Fish Co.	Public Storage	University Tower Hotel
Gene Summy Lumber	QFC	ValueStone
Glo's Café	Ravishing Radish Catering	Viking Automatic Sprinklers
Goodwill	Rosella's	Virginia Mason
Grand Hyatt	Safeway # 1965	W G Clark Construction
Group Health Cooperative	Safeway # 1993	Walgreens
Harborview	Safeway # 3091	Washington Athletic Club
Highpoint Med & Dental	Safeway # 360	West Seattle Golf Corse
Hill Top Red Apple	Safeway # 423	West Seattle Recycling
Hotel Edgewater	Safeway # 488	Zao Noodle Bar
Hotel Vintage Park	Safeway #1062	Zymogenetics