

# Puget Sound Sustainable Development Center

## BUSINESS PLAN

**MARCH 2004**

**Presented to:**

***The Sustainable Development Center Steering Committee***



**Contact:**

*City of Seattle, Office of Sustainability and Environment*  
Steve Nicholas, Director  
700 FIFTH AVENUE, SUITE 2748, SEATTLE, WA 98104  
(206) 615-0829

*Seattle Public Utilities*  
Lucia Athens, Green Building Team Chair  
700 FIFTH AVENUE, SUITE 4900, SEATTLE, WA 98104  
(206) 684-4643

**Prepared by:**

**catapult**

COMMUNITY DEVELOPERS

3240 EASTLAKE AVENUE EAST, SUITE 200 SEATTLE, WA 98102

TEL:(206) 323-1234

**TABLE OF CONTENTS**

Introduction..... 3

Executive Summary ..... 5

Overview & History..... 9

Business Planning Process ..... 16

    Market Analysis ..... 16

    Business Case Development..... 17

Market Analysis ..... 18

    The Need and Demand for Sustainable Development Resources ..... 18

    Regional Service Providers & Market Niche ..... 19

    National Precedents..... 21

    Focus Groups ..... 22

    Location Analysis ..... 25

Operational Overview ..... 32

    Partnerships ..... 32

    Operational Models ..... 38

Business Cases ..... 41

    Building Blocks ..... 41

    Business Case I – The “Seed” ..... 42

    Business Case II – The “Sapling” ..... 46

    Business Case III – The “Urban Reforestation” ..... 49

    Business Case Summary..... 52

Recommendations ..... 53

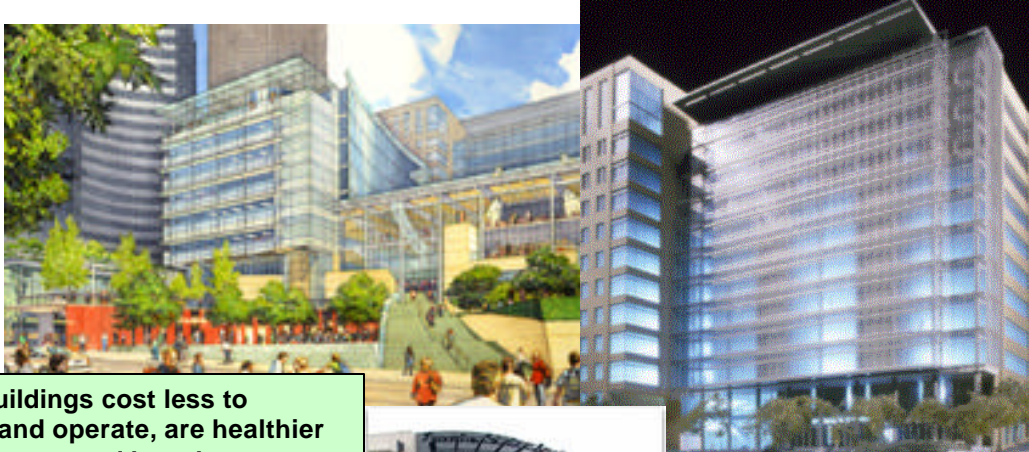
Key Success Factors ..... 55

Immediate Next Steps (for the next 3-6 months) ..... 55

Appendices..... 56

# ***Puget Sound Sustainable Development Center Business Plan***

---



**“Green buildings cost less to maintain and operate, are healthier for employees, and have less impact on our natural resources. As a result everyone in our region benefits.”**

**- Executive Ron Sims, King County**



**"In Seattle we are building green and saving green. The aggressive environmental approaches to construction found in LEED and the green building movement allow us to build our public buildings with our conscience and within our budget. I'm convinced our children will approve of our current efforts - and then find even better solutions."**

**- Mayor Greg Nickels, City of Seattle**



## **INTRODUCTION**

It is with both enthusiasm and pride that we offer this business plan to the people of Seattle and the larger Puget Sound community. Many hands and minds have worked with dedication and diligence to bring us to this point.

We, as a regional community, are at a unique moment in time. There is now a congruence of interest, awareness and opportunities in sustainable development born from the power, beauty, and well being of our singular landscape. Both public and private developers are awakening to the wisdom of long-term investments in better quality, more durable, and more efficient buildings and infrastructure. This movement brings with it substantive economic opportunities as well as exciting possibilities for rebuilding neighborhoods and communities in need.

We believe that high performance buildings and developments, that are connected to and respectful of our setting, reflect our values as a community, attract employers, and cultivate the kinds of businesses and citizens that we want in our region. Buildings that minimize their negative environmental impact and maximize a healthful interior environment increase productivity and decrease absenteeism. Streets and neighborhoods that foster living landscapes and shade simultaneously reduce infrastructure costs and enhance the livability of our already wonderful city and region.

The proposed center is both a tool and a resource that is necessary for this transition to the future we want. It will coalesce many disparate efforts of sustainable building into a single accessible locus by fostering collaboration between all the various players in the development process, from owners to designers to constructors to operators. You can see from our surveys that such a center is in demand. Speaking from the perspective of the architectural community, I know that it will be used extensively as an ongoing resource for both information and strategies.

With this business plan, we want to welcome you into our process as a Steering Committee. Our next steps are to find a home for the center, strengthen our partnerships, and launch our fundraising campaign. We heartily invite you to join us in every way that you can to make the Puget Sound Sustainable Development Center a reality.

Enthusiastically,

Paul Olson  
Co-Chair, AIA Seattle Committee on the Environment  
Co-Founder, Puget Sound Sustainable Development Center Steering Committee

**GOVERNOR'S SUSTAINABLE WASHINGTON ADVISORY PANEL -  
*A New Path Forward: Action Plan for a Sustainable Washington***

“By 2030, Washington will embrace a new path forward in which our communities and the economy are steadily thriving and nature is no longer in peril. Our actions will ensure that following generations can flourish and bequeath to their children a place where they too can experience a rich and fulfilling life.”



## **EXECUTIVE SUMMARY**

The real estate development community is a highly fragmented and competitive business environment that tends to discourage risk-taking and creativity – particularly in the adoption of environmentally sustainable practices. The Puget Sound Sustainable Development Center (the Center) will help lower these barriers to adoption of sustainable building technologies. The mission of the Center will be to “promote sustainable practices in the built environment through education and demonstration of economic, social, and environmental solutions.” To accomplish this mission, the Center will provide services to practitioners in the built environment, including architects, engineers, and other design professionals; contractors; lenders and appraisers; public agencies; owners, developers and facility managers; consultants; and others.

For the last two years, a Steering Committee comprised of participants from the City of Seattle, King County, the University of Washington, Vulcan Inc., the Urban Environmental Institute, the American Institute of Architects, the

**The mission of the Center will be to “promote sustainable practices in the built environment through education and demonstration of economic, social, and environmental solutions.”**

Northwest Energy Efficiency Alliance, Turner Construction, RAFN Company, and the Lighting Design Lab have been working towards the successful launch of the Center. In November 2003, Catapult Community Developers was hired as a consultant to develop a business plan that builds on the work accomplished to date and to position the Steering Committee to move forward with momentum. The process was divided into two primary phases; 1) market analysis; and 2) feasibility analysis and business case development. The scope of the business planning process consisted of the following:

- o Evaluate the market for goods and services that the Center can offer
- o Identify potential partnerships for the Center
- o Identify appropriate locations for the Center
- o Develop business cases to describe how the Center could operate
- o Evaluate options for operational structures for the Center
- o Develop a timeline for moving forward with the development of the Center

### **Market Analysis**

The market analysis was intended to identify and evaluate: 1) similar centers nationally, and existing service providers locally, to determine if the Center’s mission was already served by an existing entity; 2) demand among potential users and partners of the Center.

## ***Puget Sound Sustainable Development Center Business Plan***

---

To evaluate demand among potential users and partners, the consultant reviewed existing materials; conducted Internet, print-based, and telephone research; and conducted two focus groups (one for users, the other for partners). From these efforts it was determined that the potential services for the Center are very much in demand, and that the Center could fill a large need for practitioners in the built environment.

With the existing research and newly gathered market data, the following building blocks were developed to define the feasible scope of services for the Center to offer:

- o An **Information Center**, with displays, product examples, tools, and research assistance
- o **Technical Assistance** that would include design guidance, code advice, integrated design information, and cost/benefit analyses
- o **Education & Workshops** on a variety of topics related to sustainability
- o A membership-based **Industry Network**, building a strong sense of community around sustainable practices in the built environment
- o **Tenant Space** for mission-related organizations and public agencies
- o A **Community Center**, for community outreach initiatives and rentals
- o A **Research Network**, to address new technologies, inconsistencies and gaps

Further research was conducted on ideal sites for the Center, and the viable options reduced to two, based on the following criteria: transportation availability, urban character, proximity to users and examples of buildings developed with sustainable practices, and access to large event venues for networking events or conferences. The two most viable neighborhoods for the Center were identified as South Lake Union and Pioneer Square.

### **Business Case Development**

The consultant used the market study information to identify how the demand of potential users and partners aligned with the mission of the Center and what business cases could feasibly satisfy that demand. The business cases include factors such as: the size of the facility, number of staff, possible partnership arrangements, services offered, and possible revenues. Three business cases were developed that reflect the various stages of maturity of the offerings and operations of the Center – called individually the “Seed,” “Sapling,” and “Urban Reforestation” cases.



**Puget Sound Sustainable Development Center  
Business Plan**

---

The business cases were based on the premise that the Center will incorporate a variety of partnerships in carrying out its mission. Types of partners include:

- o **Founder** – to provide upfront funding and/or direct contributions of staff, services, products or information sources
- o **Operational Partner** – to collaborate formally with the Center for ongoing operations for outreach, education, events, program support, and/or technical staff assistance (could include members of the Founder group)
- o **Tenant** – a paying occupant of space within the Center
- o **Resource** – to provide technical assistance, information, a website link, didactic materials, displays, education, programming, and/or research and case studies to the Center

For the operational structure of the Center, the consultant identified three possible models: 1) a public development authority (PDA); 2) a new non-profit; 3) a program of an existing non-profit. Each model has benefits and drawbacks, which were discussed with the Steering Committee.

With the potential partnerships and operational structures identified, the consultant defined the three business cases, each of which could be feasibly developed depending on resources available. These cases are summarized below:

<b>Category</b>	<b>“Seed” Business Case I</b>	<b>“Sapling” Business Case II</b>	<b>“Urban Reforestation” Business Case III</b>
In-kind staff contributions from founding tenants	5 technicians	5 or more techs	10 or more techs
Center staff	Approx. 3 FTE	5-6 FTE	As appropriate, possibly 15-20 FTE
Annual Operational Budget	Approx. \$400,000	Approx. \$1,000,000	Scaled up appropriately from Case II
Lease/Own	Lease	Lease or own	Lease or own
Startup Cost	Approx. \$515,000	Approx. \$5.6 million	Over \$20 million
Tenant Space	No	Yes	Yes (extensive)

## **Recommendations**

The business planning process revealed a strong need and demand for the Sustainable Development Center, and several options for how to realize its vision. Following is a summary of recommendations outlined in this report; they are intended to provide a framework for decision-making around the development of the Center.

1. Develop the SDC with strong partnerships, particularly at the Founder level. Cultivate relationships with contributors of financial and technical resources. Encourage strong collaboration between the City of Seattle and King County.
2. Launch the Center from an existing non-profit to accelerate the development timeline, leveraging existing infrastructure, funding relationships, momentum, and knowledge capital. If an existing non-profit cannot be identified, the secondary recommendation is to start a new non-profit.
3. Immediately hire or assign a project manager for the Center, to maintain focus and accelerate the increasingly complex coordination of planning effort, outreach, marketing, and negotiations.
4. Target Pioneer Square as the preferred neighborhood based upon:
  - Superior access to an existing multi-modal transit hub
  - Stronger existing urban character and “walkability”
  - Superior proximity to potential users of the Center
  - More favorable property valuation, in the form of lower real estate values and rents. This would maximize the capital dollars spent on the project



In the event that a suitable location is not immediately identified in Pioneer Square, South Lake Union is a strong secondary candidate and should be pursued.

5. If an existing non-profit with relationships to major donors is identified as a launching pad for the Center, pursue the “Sapling” (Business Case II). If a strong existing non-profit is not identified, pursue the “Seed” (Business Case I).
6. Identify a primary founding benefactor to provide essential seed funding and financial momentum.
7. Design and program the facility as an evolving demonstration of sustainable “best practices” in the built environment.

## **OVERVIEW & HISTORY**

The Puget Sound Sustainable Development Center (the Center) will satisfy the mission of promoting sustainable practices in the built environment through education and demonstration of economic, social, and environmental solutions.

The shift to more sustainable practices is a quickly growing phenomenon, and an abundance of information has been produced on the topic. The information, however, remains scattered, overwhelming, and oftentimes conflicting. As a result, research is daunting, time consuming, and costly, and the field as a whole is largely misunderstood.

The Center will address these challenges by offering the following services, or "Building Blocks" for fostering sustainable development. Primary offerings are included in some form in each of the business cases presented in this plan, while secondary offerings are included as the Center reaches more advanced stages of organizational development.

### **Primary Building Blocks:**

- o An **Information Center**, with displays, product examples, tools, and research assistance
- o **Technical Assistance** that would include design guidance, code advice, integrated design information, and cost/benefit analyses
- o **Education & Workshops** on a variety of topics related to sustainability
- o A membership-based **Industry Network**, building a strong sense of community around sustainable practices in the built environment
- o **Tenant Space** for mission-related organizations and public agencies

### **Secondary Building Blocks:**

- o A **Community Center**, for community outreach initiatives and rentals
- o A **Research Network**, to address new technologies, inconsistencies and gaps

The Center will be a public resource funded by private and public partners for the benefit of bringing knowledge, incentives, and concrete examples to a broad segment of practitioners in the built environment. Visitors to the Center will include design, development, or construction professionals; property or facility managers; regulatory agencies; and regional municipalities. Secondly, the Center will be a gathering place for providers of services related to sustainable practices in the built environment; non-profit organizations; public agencies; and the general public.

## ***Puget Sound Sustainable Development Center*** **Business Plan**

---

Current partners and financial supporters, collaborating to make the Center a reality, include the City of Seattle, King County, University of Washington, the American Institute of Architects, Northwest Energy Efficiency Alliance, the Urban Environmental Institute, and the Lighting Design Lab. Additionally, memberships, tenant space, and program income will provide a sustainable revenue stream to support a variety of activities and events.

### **Benefits to Users**

Benefits that the Center will offer visitors include:

- o Access to information and technical assistance that will facilitate in streamlining design and decision-making cycles, providing an immediate incentive for practitioners in the built environment to choose unfamiliar materials and methods
- o Simplified and coordinated access to the extensive array of information, programs, and incentives offered by area non-profits, public agencies, and utilities
- o Financial analysis of technology in action, fostering a forum for unbiased testing, adoption, and documentation
- o Sense of belonging to a community where members can gather to experiment with new approaches, share lessons learned, and debate current topics

### **Benefits to the Community**

In fulfilling its mission, the Center would provide some of the following benefits to the community:

- o The region's economy would be supported by the purchases of local materials and technology, ultimately creating the potential for a regional industry focused on delivering sustainable building products and technologies to local, national, and international markets.
- o Public health and safety would be improved through projects that promote an active lifestyle, offer cleaner indoor air, protect local watersheds and provide greater regional energy and water security.
- o The fabric of the Puget Sound community would be strengthened by projects that are sensitive to neighborhoods, that pursue the redevelopment of environmentally contaminated sites and that reduce traffic congestion through the application of transit oriented development strategies.
- o Precious natural resources would be preserved through collaboration with programs that promote efficient building practices and technologies.

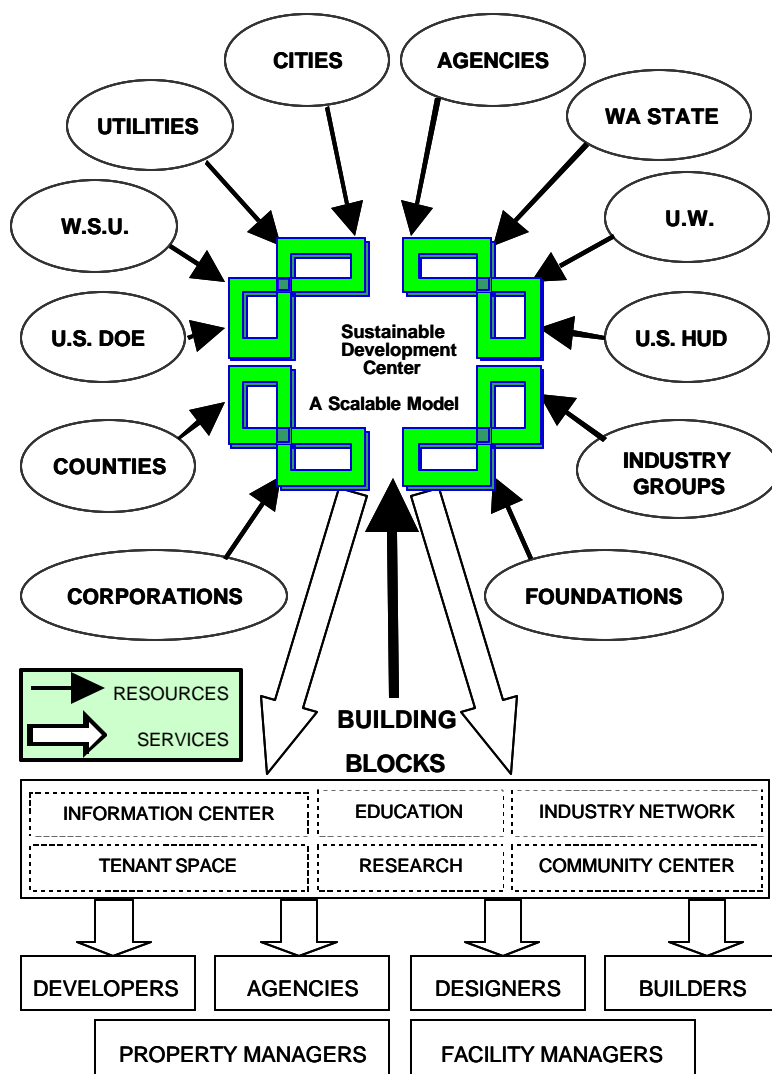
**A Model of Sustainability**

The work of the Center will foster accelerated market transformation towards broad adoption of sustainable materials and methods in industry. This transformation is essential for our region to achieve economic prosperity while balancing the needs of our neighborhoods and the supply of our precious natural resources.

Interactive and scalable, the facility will evolve over time, responding to new technology and the changing needs of the urban landscape. The Center will be an extremely accessible, multi-modal hub with influence over the development of entire neighborhoods throughout the Puget Sound region. It will serve as a model of sustainability through its funding, operations, and its physical attributes. The following diagram outlines how the Center will operate in collaboration with many non-profits, public entities, and businesses. It will provide the building blocks for sustainable development education, demonstration, and assistance to serve practitioners in the built environment.

In planning for the Center, this document primarily analyzes the following:

- o The market for goods and services that the Center can offer
- o Potential partnerships for the Center, to enhance the partners' and the Center's ability to serve their missions
- o Possible locations for the Center
- o The supportable business cases for the Center, including revenue models
- o Leadership and operational options for the Center
- o A process and timeline for the development of the Center



**A Generation of Local  
Sustainable Actions in the Built  
Environment**

1962	Rachel Carson publishes <i>Silent Spring</i> , opening the nation's eyes to environmental issues.
1969	While speaking at a conference in Seattle, Senator Gaylord Nelson announces plan for the First Earth Day - 1970.
1986	City of Seattle implements Curbside Recycling Program
1987	King County introduces first <i>Solid Waste Management Plan</i>
1989	King County introduces Construction Waste Management Program
1990	Building and Industry Resource Venture is launched, helping Seattle businesses reduce waste, recycle and purchase recycled products
1991	Sustainable Seattle launches a methodology that measures the success of regional investments in sustainability
1995	King County launches Recycled Product Purchasing Policy
1998	King County establishes County Energy Policy to address buildings City of Seattle releases the <i>Sustainable Building Action Plan</i>
1999	King County opens environmentally innovative King Street Center A coalition of Northwest stakeholders produces the <i>Regional Sustainable Building Action Plan</i>
1999	City of Seattle forms the <i>Green Building Team</i> to encourage inter-departmental cooperation

**Background**

In 1962 Rachel Carson, often considered the founder of the environment movement, wrote *Silent Spring*. In this seminal work, Carson awakened the world to the impacts of toxins on America's neighborhoods. Ever since, our cities, waters and forests have seemed to rest in the balance between economic prosperity and environmental consumption. More recently, University of Washington researchers have informed us that regional, persistent climate change is eroding glaciers, changing watershed reliability, and potentially compromising the availability of lumber, salmon populations and even the Pacific Northwest's clean, plentiful water and energy supplies. In *Natural Capitalism*, however, Paul Hawken, Amory Lovins, and L. Hunter Lovins offer a ray of hope with a path to closing the loop on waste and toxins, unleashing the hidden profits possible through intelligent design and materials efficiency in the built environment.

Today we are poised on the verge of a movement that has such profound significance that it may indeed rival the Renaissance or the Industrial Revolution in its worldwide impact. This movement empowers the individual to take responsibility for his or her personal impacts at home and provides powerful profit incentives to corporations to identify with the environment in which they do business. Even more traditional industrial companies, such as the Weyerhaeuser Company, are implementing formal action plans to assure a sustainable future. It seems that the preservation of valuable local resources is beginning to be driven by economic survival instinct, a sense perhaps that someday we might just run out of the things that today are considered free.

**Local Achievements**

In 1999, a regional coalition that included the U.S. Department of Energy, City of Seattle, King County, City of Portland and regional utilities brought together nearly 200 of the Northwest's most talented action agents in the fields of policy, administration, business, design, construction, and development to participate in several months of focus group research. From the research contained in the final report entitled the *Regional Sustainable Building Action Plan*, many

## Puget Sound Sustainable Development Center Business Plan

---

2000	<p>City of Seattle formally adopts the <i>Sustainable Building Policy</i>, requiring LEED rating for large public building projects.</p> <p>The Urban Environmental Institute (UEI) is formed by Northwest leaders in environmental research and toxicology.</p>	<p>of the City of Seattle's and King County's green building initiatives were born. The guiding principles of the plan were then, as they remain today:</p> <p><i>“Designing, constructing, and operating buildings in a more “sustainable” manner not only conserves valuable natural resources, but also provides economic and health benefits to building owners, occupants, and the community at large. Northwest policy makers have a vested interest in ensuring that buildings are designed and constructed sustainably for the following reasons:</i></p>
2001	<p>King County adopts the Green Building Initiative to promote LEED buildings</p> <p>King County and Snohomish County collaborate to launch the <i>Built Green</i> program with the Master Builders Association.</p>	<ol style="list-style-type: none"> <li>1. <i>Reduced demand for resources lessens the environmental impact of providing public infrastructure (such as power plants, drinking water supplies, and landfills) and protecting clean air and water;</i></li> <li>2. <i>The longevity of local resources is extended;</i></li> <li>3. <i>Numerous studies indicate that sustainably designed buildings can result in increased worker productivity and reduced sick leave, and provide a more comfortable working and living environment; and</i></li> <li>4. <i>Demand for sustainable building materials and services creates new local industries and jobs.”</i></li> </ol>
2002	<p>The Urban Environmental Institute publishes the <i>Resource Guide for Sustainable Development in an Urban Environment</i> for South Lake Union development.</p>	
2002	<p>A coalition that includes City of Seattle, King County, UW, UEI, and the AIA forms a Steering Committee to create a Sustainable Development Center in Puget Sound</p>	
2003	<p>King County creates first online tool in the nation to promote the LEED green building standard</p> <p>Governor's Sustainable Washington Advisory Panel publishes <i>A New Path Forward: Action Plan for a Sustainable Washington</i> encouraging green building and sustainable innovation</p>	<p>A primary recommendation of this report was the creation of a center that would bring together information, education and examples to foster the adoption of more sustainable approaches to resource use in the built environment.</p> <p>The Sustainable Development Center is designed to deliver on that charge. In the intervening five years since that regional plan and for nearly a decade prior, member organizations of the Center's Steering Committee have been utilizing sustainable practices to reduce the regional impacts of development and to foster economic growth and efficiency.</p>
2004	<p>Catapult Community Developers produces a business plan for the Puget Sound Sustainable Development Center Steering Committee</p>	<p><b>Waste Reduction</b></p>

The initiatives and contributions of King County in the fields of recycling, environmental purchasing, and construction waste reduction throughout the 1990's transformed the way that local industry, builders, and contractors now think about materials and waste. These efforts were formalized into the Construction Waste Management Program and

the Recycled Building Materials Exchange, both of which are now comprehensive regional efforts. This education of building contractors marked a significant step towards the recognition of the potential for sustainable building practices, forming a cornerstone of the green building movement and stimulating the eventual adoption of the Master Builder Association's award-winning Built Green program.

Also in the 1990's, with the financial support of Seattle Public Utilities, the Business and Industry Resource Venture (BIRV, now called Resource Venture) focused on reducing construction, demolition, and land-clearing debris (CDL). From 1995 to May 2000, the CDL Recycling Program (later called the Resource-Efficient Building and, today, the Sustainable Building program) provided information and assistance to roughly 300 contractors and designers, and conducted over 30 on-site consultations. Staff also organized, or presented at, workshops and seminars that educated more than 1,000 industry professionals. More recently, "Spawning Great Ideas for Construction" seminar, promoted sustainable building as a tool for responding to the listing of Chinook salmon as a "threatened" species.

### **Sustainable Communities**

Founded in 1991 through a grassroots initiative, Sustainable Seattle launched a methodology that measures the success of regional investments in sustainability. These indicators provide empirical data to policy makers, neighborhood activists and the development community regarding neighborhood livability, the impacts of real estate development on the Puget Sound environment, and the state of affairs of our cultural and economic resources. It has informed the City of Seattle's comprehensive planning processes and, with recent funding from The Russell Family Foundation and the Alfred P. Sloan Foundation, will do so for our neighborhoods well into the 21<sup>st</sup> century. The guidance that they have provided to policy makers in the management of our precious natural resources provides an excellent example of what is possible with passion, focus, and collaboration.

More recently the Urban Environmental Institute (UEI) launched a visionary plan for the development of a private research campus in Seattle's South Lake Union neighborhood, focused on the technologies embraced by the growing sustainable development movement. In 2002, this group was formally organized as a non-profit entity, supported by leaders within the environmental research and toxicology industries including Battelle, Intertox, Frontier Geosciences, and the environmental law firm of Marten & Brown. That same year, the organization published the *Resource Guide for Sustainable Development in an Urban Environment*, a decision-making guide for developers in the selection and implementation of environmentally sustainable building technologies in Seattle's South Lake Union neighborhood. Recent efforts in that neighborhood include planning for ambitious neighborhood improvements that incorporate sustainably designed infrastructure and new, privately financed LEED buildings.



## **Green Building**

In 1998, the City of Seattle demonstrated a commitment to sustainability in the built environment by publishing a *Sustainable Building Action Plan*. A key recommendation of the action plan was the development of “a one-stop-shopping resource center to meet local needs for use by the building industry and general public.” An objective of this center, as stated in the plan, should be to bring together the many disparate local, regional, and national sources of information on the subject of sustainable building, in an effort to accelerate the adoption of practices by industry.

This plan also set the stage for the formation of a City interdepartmental Green Building Team in 1999 and the ultimate adoption by Seattle City Council of the Sustainable Building Policy in 2000. The policy was the first in North America to require all new and renovated City-owned facilities with occupied space greater than 5,000 square feet to achieve certification from the US Green Building Council’s LEED Green Building Rating System at the Silver rating level. As of the date of this report, 16 capital projects are targeted to receive LEED ratings, representing over \$700 million worth of public buildings, and 2.8 million square feet of development.

## **Laying the Groundwork**

Recognizing this need for centralized focus, a coalition that included several City of Seattle departments, King County’s Department of Natural Resources and Parks, the University of Washington, the Urban Environmental Institute, the American Institute of Architects, and several private supporters formed a Steering Committee to foster collaboration between local sustainable building initiatives. The goal of the Steering Committee is to establish a center where knowledge, expertise and examples could be shared with private industry to accelerate sustainable development practices in the region.

The Puget Sound Sustainable Development Center, then, will be the culmination of decades worth of regional work to increase awareness of the relationship between regional prosperity, resource efficiency, and the livability of Puget Sound neighborhoods. It will serve as the catalyst for action, implementation, and change, fostering the increase of sustainable practices in the built environment.

In the fall of 2003, with funding support from Seattle City Light, Seattle Public Utilities and the City of

### **On The Path To Innovation**

In 2003, the Governor’s Sustainable Washington Advisory Panel published *A New Path Forward: Action Plan for a Sustainable Washington*. The report cites the profound opportunity that our region has to create a robust, conservation-oriented economy. The plan suggests:

- o Strong corporate, public, educational and non-profit contributions to the field of sustainable development exist in our state
- o A focal point is required to harness the synergy that could exist between these often parallel and sometimes competing efforts
- o A statewide Institute for Innovation and Sustainable Development should direct these activities

Seattle's Office of Sustainability and Environment, the Steering Committee solicited qualifications from consultants to assist with an effort to analyze the Committee's previous two years' worth of planning, and to present their findings and recommendations in the form of a business plan. A panel made up of members of the Committee conducted interviews in November of that year, and Catapult Community Developers was selected as the consultant to prepare a business plan for the proposed Puget Sound Sustainable Development Center.

## **BUSINESS PLANNING PROCESS**

The business planning process took place from mid-November 2003 through mid-February 2004. Much of the groundwork for the effort had been laid by work accomplished by the Steering Committee, and in a report produced by Pyramid Communication and sponsored by the Urban Environmental Institute, prior to this process. To aid in the planning effort, the consultant was provided with meeting minutes, questionnaire results, strategic planning documents, case examples, and other relevant work product from Steering Committee meetings held in the previous 20 months.

During the kickoff meeting, held on November 13, 2003, the consultant presented to the Committee the proposed framework for the investigations ahead, and gathered feedback related to the mission and vision for the Center. The consultant met regularly with the Steering Committee throughout the business planning process to present interim findings and solicit feedback. (See Appendix A for a full list of project participants.) The project itself was divided into two primary parts: 1) market analysis; and 2) business case development.

### **Market Analysis**

The market analysis of this planning process was conducted to gain clarity on:

- o How the Sustainable Development Center will fit into the scope of services currently provided in the region
- o What potential partners exist, and their interest in partnerships
- o The needs and demands of the target market of real estate practitioners
- o What other centers are operating across the country with similar missions and target markets
- o What products and services will help the Center to achieve its goal of increasing sustainable practices in the built environment
- o The characteristics of the ideal location for the Center.

To build on a market survey conducted by members of the Steering Committee in April 2001, the market analysis for the business-planning process included the following :

- o **Regional Service Provider Evaluation:** The consultant scanned the region to identify non-profits and public agencies that provide goods and services related to sustainability in the built environment. This study provided: a) a more thorough understanding of how the Center will fit into the current offerings in the region (the market niche); b) a list of potential partners.
- o **National Precedents Evaluation:** The consultant looked for examples across the country of centers that served a similar mission (enhancing sustainable practices in the built environment), aimed at a similar target market (practitioners and decision-makers in the built environment). This examination helped identify precedents for the Center and assures that the Center will most fully leverage the experience of other regions.
- o **Focus Group Gatherings:** In December 2003, two focus groups were convened to evaluate the demand for: a) goods and services among potential users of the Center; and b) partnerships with the Center among other agencies and non-profit organizations. One gathering was called the “User Focus Group,” with participants invited from among the target market. The second was called the “Partner Focus Group,” with individuals invited as representatives of the types of organizations that are considered potential partners of the Center. The term “partner” was defined to include potential tenants, funders, and providers of resources for information and services offered by the Center.

## **Business Case Development**

The consultant used the market study information to identify how the demand of potential users and partners aligned with the mission of the Center and what business cases could feasibly satisfy that demand. The business cases include factors such as: the size of the facility, number of staff, possible partnership arrangements, services offered, and possible revenues. Three business cases were developed that reflect the various stages of maturity of the offerings and operations of the Center – “Seed,” “Sapling,” and “Urban Reforestation”. These cases were tested with the Steering Committee for appropriateness to the goals of the Center and for accuracy of the assumptions included.

The business case development also included an evaluation of feasible operational models. In addition to examining the legal structure under which the Center would operate, the consultant explored whether the Center should be an entirely new entity or whether it should be launched as a program from within an existing entity. The benefits and drawbacks of each operational model and the various formation approaches were identified by the consultant and discussed with the Steering Committee.

## **MARKET ANALYSIS**

### **The Need and Demand for Sustainable Development Resources**

Based on the work done by the Steering Committee prior to the business planning process, the target market had been identified as “community leaders, building owners and managers, government employees, and professionals in design, construction, education, and real estate development.” Indeed, in order to truly realize the goal stated within the mission statement to “promote sustainable practices in the built environment,” it will be essential for practitioners in the built environment to become the experts in sustainable practices.

The results of the survey conducted by Steering Committee members in April 2001 confirmed the need for sustainable development resources among this segment. The survey was completed by 77 individuals, working primarily in the fields of design, property ownership and development, and contracting. Key findings that supported both the *need* and *demand* for sustainable development resources and information include:

- o 33 responded that a reason for not using sustainable building techniques was either “lack of information on products, standards, specifications”, “unfamiliar”, or “lack of expertise/technical help/training.”
- o Tools identified that would help increase knowledge included: education/outreach/define terms (22), website/library/etc. (14), or seminars/training (12)
- o Ranking on a scale of 0-100 (100 representing most likely), the following average scores were given to the following, as potential resources that would increase sustainable building implementation their projects:
  - 44: sustainable resource center
  - 33: visual Green Building guidelines
  - 32: Green Building seminars

More recent data show that sustainable development has truly caught hold and reached the mainstream in the American commercial real estate marketplace (all data noted as of September 2003):<sup>1</sup>

- o Square footage under LEED registration has grown from 1.1 million in 1999, to 139 million in 2003
- o LEED-accredited professionals increased from 527 to 4149 between the years of 2001 and 2003

---

<sup>1</sup> “White Paper on Sustainability,” Building Design & Construction. November 2003; 11.

- o LEED-certified projects increased from 5 to 41 between the years of 2001 and 2003.

Locally, evidence is also strong that both public AND private entities are adopting sustainable development practices:

- o The Puget Sound region holds over a third of all LEED registrations in the entire Pacific Northwest region including Oregon, Washington and British Columbia. Regional registrations have grown by a factor of four in the two years since 2002.<sup>2</sup>
- o The Pacific Northwest region accounts for 16% of all LEED certifications in North America, with the Puget Sound accounting for over 4% of total certifications. Half of these certifications were non-governmental.<sup>3</sup>
- o King County Built Green membership has more than doubled during 2003. Total supply of Built Green certified homes exceeds 1800 units.<sup>4</sup>
- o Seattle Built Green workshop attendance doubled from July 2003 to January 2004, applications for Seattle Built Green certification is up 125% in 2004.<sup>5</sup>

### **Regional Service Providers & Market Niche**

To evaluate what existing organizations are serving this growing field, the consultant scanned the market for non-profits and public agencies providing information to the Puget Sound region about environmentally sustainable practices with relevance to the built environment. Nearly 100 organizations or programs were identified. (A comprehensive listing is included as Appendix B.)

Of the list, no single entity provides comprehensive data or access to services, targeted at the commercial real estate development community in the Puget Sound region. Those that are specific to the built environment and broadest reaching include:

- o **City of Seattle:** includes a comprehensive, but loosely coordinated, group of city departments providing information and resources to the Center's target market.
- o **King County:** integrates programs within departments of the county dedicated to sustainability, but lacks an externally-coordinated effort targeted at market transformation of the built environment.
- o **Resource Venture (formerly BIRV):** provides one of the closest examples of consolidating information related to sustainable building practices; the services,

---

<sup>2</sup> United States Green Building Council, LEED Project List; February 2004.

<sup>3</sup> Ibid.

<sup>4</sup> Master Builders Association of King and Snohomish Counties, *Built Green News*; October 2003.

<sup>5</sup> Seattle Department of Planning and Development

however, are targeted primarily to Seattle companies in general, rather than to the community of building professionals specifically.

- o **Northwest EcoBuilding Guild:** provides good information about environmentally-friendly building practices, but targeted at the homeowner rather than the broader real estate community.
- o **Master Builders Association of King and Snohomish County:** offers the Built Green Program – a certification for homebuilders that provides education and extensive resources. Like the Northwest EcoBuilding Guild, the Built Green program is an excellent resource for sustainable building strategies, but is targeted primarily at the homeowner and homebuilder.

Select others that are offering resources on either a LEED category (the five categories are Sites, Energy and Atmosphere, Water, Materials and Resources, and Indoor Environment), transportation, or community-building include:

- o **BetterBricks.com:** operates as an initiative of the Northwest Energy Efficiency Alliance (NWEAA) that targets the commercial development industry and provides information, referrals, labs, and education on increasing energy efficiency.
- o **Lighting Design Lab (LDL):** serves as an excellent model for the Center; the LDL provides education, training, consultations, technical assistance, and demonstrations to the same target market to promote energy efficient lighting technologies.
- o **Transportation Choices:** provides research, advocacy, education and consulting on bringing the region more and better transportation options. The organization reaches out and consults to the development community to help make projects more transportation friendly.
- o **Pacific Northwest Pollution Prevention Resource Center:** promotes environmentally sound practices, including green building initiatives. Their organization is broadly focused with limited depth in areas other than pollution prevention.

While the organizations listed above, as well as others, provide excellent research, education, policy advocacy, and resources on components of the built environment, they do not serve as a centralized source of comprehensive data across all aspects of sustainable development – the LEED categories, transportation, and community-building.

## **National Precedents**

A number of centers, seeking to enhance awareness of or to increase practices in sustainable development, exist throughout the country. The Lighting Design Lab (LDL) is a local example of a center that works with commercial real estate practitioners to increase sustainable practices in energy conservation through lighting design. To fulfill their mission “to transform the Northwest lighting market by promoting quality design and energy efficient technologies,” LDL offers classes and workshops, one-on-one consultations, model studies, lighting software, room mock-ups, and other educational resources.<sup>6</sup> The LDL has been a tremendous success, serving over 3,200 people in 2003, and will offer many “lessons learned” as the Sustainable Development Center gets up and running.

Centers in other parts of the country that serve the primary target market of practitioners in the built environment include the following, with more detail provided in Appendix C (opening dates indicated in parentheses):

- o Chicago Center for Green Technology (2002)
- o Earth Advantage National Center, near Portland, Oregon (2001)
- o Green Building Alliance Resource Center in Pittsburgh (1998)
- o Pacific Energy Center in San Francisco (1991)
- o The Green Roundtable in Boston (planned for 2004 opening)

Other centers and organizations with missions related to sustainability, but with different focuses, target markets, activities, and/or services, include (opening dates in parentheses):

- o Cleveland Environmental Center (2003)
- o IslandWood on Bainbridge Island, Washington (1998)
- o Jean Vollum Natural Capital Center in Portland, Oregon (2001)
- o Pierce County Environmental Services Building in Tacoma, Washington (2002)
- o Research Triangle Institute in Research Triangle Park, North Carolina (1959)
- o Rocky Mountain Institute in Snowmass, Colorado (1984)
- o Solar Living Center in Hopland, California (1994)
- o Southface Energy Institute in Atlanta (organization founded 1978; resource center opened 1996)
- o Thoreau Center for Sustainability in San Francisco (1996)

---

<sup>6</sup> [www.lightingdesignlab.com](http://www.lightingdesignlab.com).

Each of these centers, while targeting the real estate sector, tends to have a regional focus and primarily serve local practitioners. As a result, none fills the niche that the Puget Sound Sustainable Development Center will fill, as it too will focus its energies on educating local practitioners (in this case those in the Puget Sound region), while also conducting outreach to centers and organizations in other Northwest communities to assure that information and resources are shared whenever appropriate and possible. Sustainability efforts must not operate in isolation, and the potential exists for a strong network among these various regional centers to be formed.

## **Focus Groups**

In December 2003, two focus groups were held to provide the consultant with the opportunity to gather data directly from potential users and partners of the Center. The participants for each of the focus groups were carefully selected to represent a variety of viewpoints. For the User Focus Group, individuals were chosen who were not necessarily strong advocates for, or highly experienced practitioners of, sustainable development. Neither were they believed to be opposed to, or completely inexperienced in, sustainable development. This group of “moderates” decreased the likelihood that the consultant would solicit biased input. Eleven individuals participated, including design professionals, engineers, consultants, contractors, an educator, a facility manager, a non-profit manager, and a public employee.

For the Partner Group, the consultant again targeted a diverse group of organizations and individuals. Eleven people also participated in this group, including consultants, non-profit managers, a non-profit lender, a utility manager, and educators. See Appendix D for a list of focus group participants.

## *Focus Group Findings*

The following key points were identified from the focus group discussions:

1. There Is Need for a Central Source of Information

As evidenced by the large number of sustainable resource service providers in this region, an enormous amount of activity is taking place in support of sustainable development. The participants confirmed, however, that a market niche exists for the Center, in that no single organization provides the available information in a way that can be accessed in a simple, centralized way.

Further, on the written survey completed by the User Focus Group, over half had sought information on wetlands/watershed issues, storm water management, sustainable building materials, construction waste management, energy efficiency, resource conservation, product toxicology, LEED certification, lifecycle assessment, and product cost or payback analysis. Clearly potential users of the



Center want information. And with no centralized source, they necessarily must spend a significant amount of time wading through the sea of existing resources.

2. Potential Products and Services Are “Golden”

Information is undoubtedly in demand. More specifically, more than half of the User Focus Group participants said they would not only be interested in, but also willing to pay for, workshops, networking events, and membership. Other desired services mentioned by potential users include:

- Resource library and librarian
- Material samples
- Up-to-date information about legislation, code, and code changes
- Payback analysis and case studies that demonstrate where sustainable techniques are really working
- Research, and a balance between the theoretical and the practical
- Information on pending legislation
- Meeting space
- Consultations for detailed information and a research plan
- Website with research value

3. Demand Exists Among Potential Partners

Given the large number of local non-profits and public agencies with missions related to sustainability, it was clear that partnerships would be an important component to the Center – to avoid replication, to leverage resources, and to encourage dialogue. The Steering Committee fully supported this premise, and the consultant tested the concept with the Partner Focus Group.

All of those that completed a survey (nine of eleven) stated that the Center’s mission aligns with their own. All of those that completed the survey indicated an interest in partnering with the Center, either for events, as a tenant, or as an in-kind contributor, including displays, educational materials, part-time staffing, workshops, measurement models, and marketing assistance.

The Partner Focus Group was strongly in favor of providing opportunities for collaboration – from simple space structures that allow for informal interaction and community building, to the sharing of administrative space, amenities, and services.

#### 4. Requests Are Client Driven

For seven of the nine in the User Focus Group who had sustainable development experience, the project came about because of a client request. In the written survey completed by the focus group participants, the most common response to the question, “What would encourage you to increase your participation in sustainable development,” was “client requests.”

Many in the User Focus Group also saw the Center as a marketing tool – a place where they could go with clients to build relationships, provide access to information, and position themselves as experts in sustainable development. One participant indicated that expertise in sustainability is a way to be “unique among competitors.” There was the sense that, if a practitioner wants to keep up in the marketplace, they must know about sustainable development. A survey conducted by Jerry Yudelson of Interface Engineering supports this assertion. It indicated that, of the nearly 500 respondents, 76% of green building practitioners had “been able to attract new clients or projects based on their expertise.”<sup>7</sup>

When the User Focus Group was asked: “What kind of future projects do you see working on...”, the responses were primarily “public projects” and “projects seeking LEED certification.” While the focus group participants referred to public projects specifically, and not private projects, a survey of Building Design & Construction readers indicated that just under half (48%) of LEED projects they worked on were for public clients. Private-sector corporations and non-profit corporations made up a nearly equal number (47%), with the balance characterized as “unknown.”

This discrepancy between the focus group discussion and the survey suggests that: 1) there may be a false perception that LEED is primarily adopted by the public sector more than by the private sector; and 2) the sustainability movement is taking root across all sectors. As it does, the need and demand for the information and resources that can be provided by the Center will grow, driven by client request.

#### 5. Visitor Experience Is Integral

The User Focus Group participants confirmed the assumption that, to make the Center most relevant, it must be a place where people actually go, where dialogue takes place, and where professional networks grow. The Lighting Design Lab in Seattle is a good example of such a place. Their didactic materials, product examples, model studies, and mock-up facility all make the LDL a place that is *used*.

---

<sup>7</sup> Interface Engineering; [www.iece.com](http://www.iece.com); 503-928-2266.

Participants in both focus groups repeatedly said that the Center should be an example of sustainability. It should “walk the talk”, and the whole of it should be a way to showcase sustainable elements, practices, and materials. Many participants indicated that, from the moment one walks in, one should know that “this is something different.”

There was also consensus that the Center should provide for community-building opportunities, with plenty of open space, and a pleasant and innovative environment. Ideally, space would be available for both small groups (up to 40) and large groups (over 100).

#### **6. Location Factors Are Crucial**

Both focus groups indicated that the Center should be centrally located and in close proximity to the freeway and multiple modes of public transportation, as well as on a pedestrian route.

Other comments included “bike friendly” and “central location based on target market.” Ease of access and ease of parking were identified as very important, and specific locations mentioned include South Lake Union, South of Downtown (SODO), Northgate, Georgetown, and the King Street Station area (Pioneer Square).

### **Location Analysis**

Based on preferred location criteria established by the Steering Committee and the Focus Groups, the list of potential locations was narrowed to South Lake Union and Pioneer Square from a longer list including Bellevue, Northgate, Sand Point, Georgetown/SODO, and the proposed Terminal 91. South Lake Union and Pioneer Square were considered superior for the following reasons:

- o Multi-modal transportation availability
- o Direct freeway access
- o Urban character
- o Central location for potential partners and users
- o Proximity to large event venues
- o Proximity to models of green design


The following contains a brief summary of the South Lake Union and Pioneer Square neighborhoods. Also included is a summary of Seattle real estate market data that provides financial parameters for the business case studies.

### **South Lake Union**

Historically, South Lake Union has housed support activities for downtown businesses and a mixture of light manufacturing and heavy commercial uses such as laundries, machine shops, printing plants, auto service shops, and institutional activities. Today, the neighborhood's future is envisioned by the major landholders, including Vulcan Inc., to be a biotechnology center surrounded by a mix of neighborhood uses such as housing, retail, and general office.

South Lake Union features close proximity to the Seattle central business district and Interstate 5. Ease of access via public transportation could be very good if proposed street improvements, light rail, streetcar and monorail projects are realized. With this combination of investment activity, proximity to Seattle's core, and the possibility of improved transportation, South Lake Union could become a model urban neighborhood within the next few decades and a strong location for the Center.

*Mayor's Action Agenda for South Lake Union*  
(<http://www.cityofseattle.net/mayor/issues/lakeunion/>)



- Attract Biotech jobs
- Create a waterfront park
- Improve neighborhood amenities
- Build a streetcar
- Improve the Mercer Corridor
- Upgrade essential utilities to provide for growth
- Promote sustainable development practices

Mayor Nickel's 2004 State of the City address highlighted South Lake Union as a biomedical research hub with the potential for creating more than 23,000 jobs. Many organizations have announced expansion plans or new locations in South Lake Union including Fred Hutchinson, Seattle Biotechnology Research Institute, Rosetta/Merck, Children's Hospital, Zymogenetics, Corixa and University of Washington.

South Lake Union is home to several sustainable developments that have been completed, are under construction, or are in the planning stages. The REI flagship store, located off Interstate 5 at the eastern edge of South Lake Union, is such an example. Completed in 1996, it was one of the first sustainable developments in the entire region; it also features a large auditorium available for rent for groups of up to 250, which could be used by the Center. Another notable project is Alcyone Apartments, a joint venture between Harbor Properties and Vulcan, Inc. that is currently under construction in the Cascade neighborhood. Alcyone will be one of Seattle's first residential LEED-certified buildings. Lastly, the planned Cascade Eco-Renovation project will convert an existing building, currently used by the community for events and services, into an educational center on urban sustainability. The building will

## ***Puget Sound Sustainable Development Center Business Plan***

---

demonstrate renewable technologies such as passive solar heating, photovoltaic panels, the harvest and re-use of rainwater, and greywater reclamation through biological filtration.

Primary potential users of the Center include architects, engineers, contractors and developers. South Lake Union is within walking distance (within 5 blocks) to many potential users including three of the top 25 architecture firms (including NBBJ) and eight other commercial architecture firms. Most other categories of potential users were found to be more concentrated in Pioneer Square and more details can be found in the Pioneer Square location summary.

### ***Pioneer Square***

Pioneer Square is one of Seattle's historic districts, characterized by retail shops, restaurants and art galleries. During the Klondike Gold Rush, Seattle's economy was based in Pioneer Square and is now becoming a hub for advertising, design and real estate businesses. The area has experienced a business and recreation renaissance over the past several years with the addition of prominent companies such as Amazon and Vulcan Inc., and the nearby Safeco Field and the Seahawk Stadium.



Multi-modal transportation is superior in Pioneer Square, as it is the transportation hub for downtown Seattle with Union Station, King Street Station, the waterfront streetcar, and the bus tunnel. In addition, in the coming three to seven years, the proposed

monorail line and LINK stations will provide even greater transportation choices and ease of access.

Pioneer Square is home to the greatest concentration of potential users in the Seattle area. While the number of general contractors and engineering firms was fairly split between Pioneer Square and South Lake Union, architecture and real estate development firms were more numerous in the Pioneer Square vicinity. In Pioneer Square, nine of the largest 25 architecture firms—and 17 others had offices within walking distance (compared to three of the largest 25 firms and 8 other architecture firms in South Lake

### ***King Street Center, Seattle WA***



Completed in 1999, this partnership between King County and a private developer is a model of environmental integrity and sustainability. King Street Center was developed as a vehicle to educate the County and the design, development, and construction industry. The Center's recycled product and sustainable features have received widespread publicity that have created growing interest in the building from the general public and from designers, developers and builders locally and around the world.

## ***Puget Sound Sustainable Development Center Business Plan***

---

Union). A concentration of commercial real estate developers can also be found within walking distance to Pioneer Square including at least eight firms such as Tarragon Development, Gregory Broderick Smith, Trammell Crow and Vulcan, Inc. Potential visitors to the center would also find Pioneer Square's proximity to City and County offices very convenient.



*W.G. Hook Illustrations*

Like South Lake Union, property owners in Pioneer Square and SODO have envisioned a tremendous amount of future development that includes the addition of 12,000 new apartments and condominiums and 4 million square feet of office, hotel and retail space. The highly conceptual plan also calls for tearing down the Alaskan Way Viaduct and transforming the waterfront from industrial use to urban mixed use.

While Pioneer Square is in close proximity to important LEED-certified buildings such as the City's Key Tower and Justice Center, King Street Center is probably the most notable example of green building within the neighborhood. Both King Street Center and Union Station have event and meeting room space available that could accommodate SDC events.

**Puget Sound Sustainable Development Center  
Business Plan**

---

**Real Estate Market**

Both South Lake Union and Pioneer Square are considered to be part of the downtown Seattle real estate office market, though both are actually located a short distance outside the central business district core. The greater Puget Sound office market contains around 75 million square feet of office space. Downtown Seattle has the largest concentration of office space in the Pacific Northwest and contains the headquarters or branch administrative offices for many of the region's leading private, institutional, and public organizations. Seattle contained approximately 49 million square feet of office space at the end of 2003.

The following table, provided by Cushman & Wakefield's Year-End 2003 Office Market Statistics, summarizes conditions in the metropolitan Seattle office market, by submarket, at the end of 2003.

<b>Market</b>	<b>Inventory</b>	<b>Overall SqFt Available</b>	<b>Overall Vacancy Rate</b>	<b>Avg. Rental Rate</b>
Financial District	19,207,910	2,598,071	13.5%	\$25.61
Denny Regrade	6,497,698	986,618	15.2%	\$23.35
Pioneer Square/I.D.	3,669,668	547,754	14.9%	\$20.20
South Lake Union / Lower Queen Anne	6,236,442	1,163,117	18.7%	\$24.27
South Seattle Close-in	978,501	74,241	7.6%	\$15.23
Tukwila	2,134,423	697,540	32.7%	\$18.81
SeaTac	863,048	112,664	13.1%	\$18.42
Renton	3,202,954	898,495	28.1%	\$19.85
Kent/Auburn	1,423,310	328,132	23.6%	\$18.83
North Seattle/Northgate	2,163,846	195,248	9.0%	\$22.15
East Seattle/Capitol Hill	783,437	158,633	20.2%	\$18.55
<b>Total</b>	<b>48,921,098</b>	<b>8,070,726</b>	<b>16.5%</b>	<b>\$22.35</b>

The Puget Sound region is currently a tenant's market and anticipated to be so for at least through 2006. Brokers expect office vacancies to rise again slightly in 2004 before dropping in 2005. Rents are anticipated to dip in 2004 to around \$23 per square foot, fully serviced, before recovering slightly in 2005 to around \$24 per square foot, fully serviced.

Construction activity remains low at approximately 500,000 square feet under construction at the end of 2003. Without delivery of more office space, demand will eventually absorb some of the oversupply of space that has filled the region, but this absorption could take several years at today's languid economic growth rates.

**Puget Sound Sustainable Development Center  
Business Plan**

---

Land prices remain strong due to low interest rates and ongoing interest among investors in real estate as an alternative to stocks. Recent building sales in Pioneer Square and South Lake Union are as follows:

<b>Building Name</b>	<b>Location</b>	<b>Bldg SqFt</b>	<b>Sale Price</b>	<b>Price/SqFt</b>
414 6 <sup>th</sup> Ave S.	Pioneer Square	9,720	\$1,000,000	\$97
420 4 <sup>th</sup> Ave	Pioneer Square	8,400	\$895,000	\$107
616 First Ave. (Lowmann & Hanford)	Pioneer Square	21,260	\$2,829,500	\$133
100 S. King (Westland Building)	Pioneer Square	60,000	\$7,500,000	\$139
<b><i>Pioneer Square Average Price per Square Foot: \$136</i></b>				
509 Fairview Ave. N. (Color Service Bldg)	SLU	25,901	\$2,825,000	\$109
500 Terry Ave N.	SLU	22,010 26,226	\$7,049,465	\$146
Westlake & 9 <sup>th</sup> Ave Car Dealers (land sqft)	SLU	134,652	\$21,250,000	\$158
500 Dexter Ave N.	SLU	6,480	\$1,134,000	\$175
1001 Mercer	SLU	16,808	\$3,879,330	\$231
411 Westlake Ave N.	SLU	4,800	\$1,150,000	\$240
<b><i>South Lake Union Average Price per Square Foot: \$177</i></b>				

***Comparison of Pioneer Square to South Lake Union***

Although a specific real estate survey for the Center is required to obtain accurate market information for available space, the general market data shows average rents to be approximately 20% higher in South Lake Union. Average land/building sales prices appear to be approximately 30% higher in South Lake Union.

While construction costs are approximately the same for the same building type in both Pioneer Square and South Lake Union neighborhoods, higher land values and market lease rates, without significant subsidies for non-profit tenants, will constrain the feasibility of a proposed Center in South Lake Union.



**Puget Sound Sustainable Development Center  
Business Plan**

---

***Location Summary***

Both South Lake Union and Pioneer Square are excellent SDC locations due to transportation availability, urban character, proximity to users, green building examples and large event venues. The following table represents a comparison between the two locations by the above characteristics as well as by property valuation:

<b>Criteria</b>	<b>South Lake Union</b>	<b>Pioneer Square</b>
Transportation	Fair (may be Good in future)	Excellent
Urban Character	Good (may be Excellent in future)	Excellent
Proximity to Users	Good	Excellent
Proximity to Green Building Examples	Excellent	Good
Proximity to Large Event Venues	Excellent	Good
Property Valuation	Good	Excellent

## **OPERATIONAL OVERVIEW**

This section of the business plan describes the various options that were examined during the planning process for the following three operational factors:

1. **Partnerships** – Strong partnerships are essential between the Center and its donors, community stakeholders and industry allies.
2. **Operational Models** – The appropriate legal structure and governance model of the Center will be necessary to provide the optimum environment for the delivery of services to the public.
3. **Business Cases** – The business cases are based on initial capital requirements, as well as ongoing operational revenues and expenses for three levels of service and activities. The selection of the appropriate business case should be based on the ability to secure partnerships and the strength of the operational model.

The feasibility of the Center will rest at the balance point between these three elements. However, numerous balance points may exist depending on the availability of resources to and demand for the Center at a given point of time.

### **Partnerships**

Formal partnerships are essential to coordinate the information and assistance that is currently being delivered to users of the Center through other channels. Such coordination will minimize expenditures of time and resources for both partner organizations and users, providing maximum benefits to all parties. Less formal partnerships are also desirable to increase the overall breadth of offerings within the Center. While these alliances may not directly support the efforts of the Center financially, they maximize the services offered to the Center's visitors. The result fully leverages the financial investment of donors and funders.

There are several ways that organizations or individuals can contribute to the development of the Center:

- o At this emerging stage of the organization, a critical need is sources of capital, including support for key development activities.
- o Secondly is adding to the existing intellectual capital of the organization, such as expanding the current collection of print and electronic resources owned by the Founders and available to the Center, aggregating customer mailing lists, and reinforcing the brand identity of the Center.
- o Also important is continuing to expand the network of highly skilled agencies that provide complementary services to practitioners in the built environment.

During the planning exercise a variety of questions were raised regarding potential partnerships with the Center. Below are answers to some of the most frequently asked questions:

***What do you mean by “partnership”?***

Varying levels of partnership are possible. These levels of partnership are not mutually exclusive of one another:

- o **Founder** – Helps with the launch of the Center by contributing initial capital funds, operating funds, and/or permanent Center technical staff.
  
- o **Operational Partner** – Once the center is operational, collaborates formally with the Center to secure ongoing funding, conducts outreach, provides education, co-hosts events, lends program support and/or provides technical staff assistance. Could include members of the Founder group.
  
- o **Tenant** – Commits to occupy and pay for space full or part time in the Center.
  
- o **Resource** – Agrees informally to provide information, a website link, didactic materials, displays, education, programming, and/or research and case studies to the Center.

***What sort of resources does the Center need from its various partnerships?***

The Center is seeking partnerships for the contribution of real estate, financial support for development and operations, allocations of staff, transfer of knowledge capital, co-development of program resources, educational materials and collaborative events.

***ON THE LOOKOUT FOR FOUNDING PARTNERS***

Existing partnerships already have been formed between the Center and several City of Seattle and King County departments to allocate resources between all of the agencies for the purposes of launching the Center. Current participants include:

- o Seattle City Light
- o Seattle Public Utilities
- o Seattle Department of Planning and Development

In total, over \$1 Million in annual operating funds could be available from these and other partners to support the Center's work in the built environment. To date the members of the Steering Committee have contributed \$40,000 and over 1,000 hours of service to the initial business planning for the Center. Other partnerships are forming with the Lighting Design Laboratory, University of Washington, and the American Institute of Architects beyond these organizations' initial contributions of volunteer support.

**Puget Sound Sustainable Development Center  
Business Plan**

---

To take full advantage of these strong initial partnerships, second-stage funding is needed to move the planning effort forward. Some tasks in the months ahead for the Center that need to be paid for are:

- o Legal and operational start-up costs
- o Project management
- o Property search and feasibility analysis.
- o Fundraising feasibility analysis.
- o Conceptual design

Partnerships with key donors and alliances with non-profit organizations and foundations are critical to accelerating the process of development of the Center, taking full advantage of existing momentum.

Relationships with additional Founders, Partners, Tenants and Resources are also necessary to fully support the programmatic thrusts of the Center in the areas of:

<i>SITES</i>	
o Brownfield Redevelopment	<i>INDOOR ENVIRONMENT</i>
o Low Impact Development	o Indoor Environmental Quality
<i>ENERGY &amp; ATMOSPHERE</i>	o Toxics Reduction
o Alternative Energy	<i>TRANSPORTATION</i>
o Building Performance	o Transportation Alternatives
<i>WATER</i>	o Transit Oriented Development
o Water Use Reduction	<i>COMMUNITY</i>
o Wastewater and Stormwater Management	o Housing Affordability
<i>MATERIALS AND RESOURCES</i>	o Economic Development
o Resource Conservation	o Technology Transfer
o Solid Waste Reduction	o Continuing Education
o Building Preservation, Reuse, or Deconstruction.	

***How can a partnership with the Center help my organization?***

1. Generates Immediate Financial Savings

Partnership with the Center will streamline conservation investments, and increase outreach/exposure for existing programs, by leveraging other partner's investments:

- Customer aggregation across multiple partner organizations. The “one-stop-shop” not only helps the customer, but eases coordination conflicts between partners and gives direct access to new leads
- More efficient information dissemination through joint mailings, pamphlets or brochures
- Coordinated outreach/marketing efforts allow for bulk purchasing with design and direct mailing firms, advertisers
- Simplifies delivery of messages to customer by allowing for multiple messages under a single “brand” or “image”.

***CASE STUDY: Built Green Blossoms***

Seattle's Department of Planning and Development partnered with MBA of King and Snohomish Counties to promote the Seattle Built Green program. **In just six months, attendance at Built Green workshops doubled through the combined outreach efforts.**

Between 2000 and 2002, the number of Built Green Homes in King County increased from .32% to almost 12% of the entire market of new homes built. To date in 2004, DPD has received twice as many applications for the program as in all previous years combined.

2. Increases Access To A Growing Market

The Center's services are targeted to the largest segment of practitioners in the built environment. This approach serves to maximize efficiency of program and outreach dollars by getting the largest outcomes with the fewest visitors.

However, smaller customers, industry vendors and the general public are invited to participate as well, so no one is excluded. Primary target audiences include:

- Industrial tenants, owners or developers
- Corporate facility managers
- Property Managers
- Commercial owners or developers
- Multifamily owners or developers
- Subdivision or infill builders
- Municipalities and government agencies

***US Green Building Council  
Membership Growth Geometric***

- Memberships in 2003 grew at an annualized 57% rate
- Total Membership currently exceeds 4000 companies nationwide
- Workshop attendance more than doubled during 2003

- Public and private schools

### 3. Leverages Partner Contributions

Revenue generation opportunities add to the operating budget for the Center, thereby fully leveraging the investments of multiple sources, including participating Partners and Tenants. Some examples of sources of funds that the Center will attract to leverage Partner's dollars are:

- Memberships
- Event income
- Workshops
- Retail income
- Sponsorships
- Grants and donations

### ***What are the benefits to Puget Sound communities?***

The Center will help to achieve public policy objectives, while at the same time fully leveraging public dollars through multiple private revenue streams and additional philanthropic support. The Center focuses on solutions that utilize transformational technologies and processes in the built environment. The results for policy-makers acting in the public interest are that their investments:

- o Accelerate market transformation by stimulating cooperation and collaboration between private parties.
- o Promote inexpensive and elegant solutions to Growth Management Act and Comprehensive Plan challenges
- o Promote performance-based solutions to Endangered Species Act issues
- o Aggregate and accelerate private investments in waste reduction and conservation initiatives by attaching outreach efforts to the geometric growth pattern of both LEED and Built Green.
- o Encourage healthy and active living in buildings and communities designed to be sensitive to neighborhoods and their occupants.

#### ***A CONSERVATION ECONOMY***

The green buildings and communities that the Center promotes classically are made from locally produced materials, thereby stimulating local economic development. Construction jobs create local, living-wage jobs as well, furthering both social and economic purposes. The overall result could be a "conservation economy" that simultaneously creates good jobs and encourages investment in more resource efficient technologies, thereby increasing profits and using operating capital more efficiently.

***What is expected of a Partner of the Center?***

Partnership arrangements could include any of the following formalized arrangements:

- o Donations from private benefactors
- o Direct contributions of services, staff, products or information sources on a one-time or ongoing basis
- o A memorandum of understanding between the Center and the partnering organization that defines the support offered
- o Tenant lease
- o Informal agreement for sharing resources with the Center
- o Leadership expertise to the Board of Trustees

Examples of current Center partnerships include:


- o The Urban Environmental Institute has offered to provide the Center with any research and other information it develops as part of its program activities, and has also offered to work with other nonprofits to provide its 501(c)(3) nonprofit organizational framework as a Founder of the Center.
- o The Lighting Design Lab has committed to be an anchor Tenant of the Center, driving significant initial traffic to the facility and benefiting from the co-location with other conservation related programs the City of Seattle and King County.

Some examples of potential partnerships that have not yet been explored:

- o King County METRO and/or Sound Transit could provide access to a Van-pool and Rideshare customer service agent at the Center. This Partner could offer one-time transit passes to visitors for their next trip to the Center.
- o Resource Venture could provide direct consulting services to customers of the Center's help desk on a by-appointment basis.

**RESOURCE GUIDE FOR  
SUSTAINABLE DEVELOPMENT IN  
SOUTH LAKE UNION**

[http://www.slufan.org/projects\\_plans/uei.htm](http://www.slufan.org/projects_plans/uei.htm)



The Urban Environmental Institute was hired by Vulcan Inc. to complete a study on the feasibility of advanced environmental design solutions for its commercial and residential market developments in South Lake Union. The study identifies design and technology solutions that will reduce the short and long-term environmental impact of urban development and construction in the neighborhood. Solutions identified within the study promote urban livability and quality residential and workplace environments, while preserving and enhancing the historical fabric and economic future of the city. The study also considers transportation and the regional economy.

## **Operational Models**

For the operational structure of the Center, the consultant identified three possible models: 1) a public development authority (PDA); 2) a new non-profit; 3) a program of an existing non-profit. Each model has benefits and drawbacks, which were discussed with the Steering Committee.

### ***Public Development Authority***

A public development authority, also called a public corporation, is an entity that Washington State law enables local governments to create and empower to carry out functions for the public good. It is a hybrid between government agency and non-profit entity – publicly accountable like government, but with a board-driven governance structure that operates more like a non-profit. PDA's are authorized to issue bonds, and they are part of the empowering government's annual budget process.

For the public development authority, the pros and cons are as follows:

- o Identified PROS are that a PDA could:
  - Be established from a “clean slate,” with the opportunity to hire staff and establish a broad-based board specifically suited to the development and operations of the Center
  - Be structured as a joint power authority that serves as a vehicle for regional cooperation between local governments
  - Provide greater political influence on industry
  - Issue bonds in support of sustainable development
  - Leverage private bond issuance as a source of revenue
  - Directly influence market change through bond issues, grants, and tax credits
- o Potential CONS include:
  - The public approval and oversight processes could prove onerous
  - The governance structure could be more limited, based on required alliance with the empowering local government(s)
  - The timeline for implementation would most likely be greater than one year
  - The affiliation with one particular local government, and particularly multiple government bodies, may overly politicize decision-making and the Center as a whole
  - A PDA is not a 501(c)(3), therefore contributions to a PDA are not tax-deductible, and foundation grants may not be accessible



***New Non-Profit***

Non-profits operate under IRS tax code 501(c)(3), which renders them exempt from federal income tax, and allows them to accept donations that are tax deductible for the donor. Like a PDA, they are governed by a board of directors. Since they are not formed by local government, but rather by private individuals, they operate free of the public-accountability restrictions imposed on a PDA. Unlike the PDA, they cannot issue bonds, and do not have as much political leverage with a particular local government.

For the startup of a new non-profit, the pros and cons are as follows:

- o Identified PROS are that the new entity could:
  - Be established from a “clean slate,” with the opportunity to hire staff and establish a broad-based board specifically suited to the development and operations of the Center
  - Be established in less than one year
  - Cooperate with multiple governmental entities, without stepping into the territory of politicization
  - Align well with private-sector interests
  - Access tax-exempt, public financing through the Washington State Housing Finance Commission or other bond issuance agency.
  
- o Potential CONS of establishing a new non-profit include:
  - The organization would have no funding history, and therefore no established relationships with institutional or individual donors (including large, “angel” donors)
  - The organization would have no established institutional infrastructure
  - A new entity adds yet another legal entity to the already large number of sustainability resource providers identified during the market analysis
  - A new entity would not seize upon the opportunity for efficiency by leveraging the existing resources of a legally-established organization

***Existing Non-Profit***

For the scenario of launching the Center as a program of an existing non-profit, the following pros and cons were identified:

o Identified PROS include:

- The board, staff, legal structure, organizational infrastructure, “knowledge capital,” and funding history (ideally including large, “angel” donors) are already in place
- Marketing and communication vehicles are already in place, facilitating the process of creating a critical mass of interest and energy around the Center
- The timeframe to reach a period of intense planning for the Center could be fewer than six months
- The structure could allow for cooperation with multiple governmental entities, without stepping into the territory of politicization
- The program could align well with private-sector interests
- The organization would have access to tax-exempt public financing through the Washington State Housing Finance Commission or other bond issuance agency
- The program would represent much-needed industry efficiency and consolidation, versus continued fragmentation and competition

o Potential CONS include:

- The mission and strategic vision of potential launching organizations may not align with those of the Center
- The board and staff have not been developed or hired specifically for expertise related to development and operation of the Center
- The cultivation period – from initial inquiry, to the decision to take on the Center as a program – is unpredictable and could be lengthy.

## **BUSINESS CASES**

After completing all aspects of the marketing survey – the evaluation of national precedents, local service providers, and existing project research, as well as conducting the focus groups – the consultant developed a set of “building blocks.” These blocks are potential offerings of the Center and were used as “menu options” for each of the three business cases. The business cases reflect the various stages of maturity – “Seed,” “Sapling,” and “Urban Reforestation” (small, medium, and large) – in which the Center could be formed, or into which it could evolve.

### **Building Blocks**

The building blocks convey the overlap in services between what the Center could offer in pursuing its mission, and the demands of the potential users and partners of the Center. Each of the three business cases could include each building block, listed below, in varying degrees of intensity.

#### ***Primary Building Blocks***

The following primary building blocks would be incorporated on some level in each business case.

1. **Information Center:** An access point to government and non-profit tenants and partners. This would include catalogued references and information on sustainable practices, including a library and a website. Services could include a library and resource librarian, rotating hands-on exhibits and demonstrations, and material examples. Associated revenues could include sponsorships and contributions.
2. **Technical Assistance:** One-on-one project assistance for design/review, code advice, and integrated design issues. Services include project consultation. Revenues could include consultation fees.
3. **Industry Network:** A collection of members who receive benefits, such as discounts for services, from the Center. Services could include workshops, networking events, and other forums for dialogue. Revenues could include membership dues (non-members could attend workshops and events; members would receive discounts), as well as event and workshop fees.
4. **Education:** An umbrella and partner for diverse educational programs, events, and curricula offered by industry leaders, educational institutions, and other partners. Services could include the coordination or provision of courses, as well as space access for institutions. Revenues could include tuition and space rental for education institutions.

5. **Tenant Space:** The leasing of space either within the confines of the Center proper, or within the walls of the facility that it potentially owns and operates. Services could include a tenant alliance as a forum for sharing information and best practices, as well as an “executive suites” option that provides administrative services and equipment. Revenues could include tenant leases, monthly dues for administrative services, and special membership levels.

### **Secondary Building Blocks**

The following secondary offerings would be incorporated at more advanced stages of development.

1. **Community Center:** A public gathering place for exhibitions, events, community outreach, and rentals by outside entities; both outdoor and indoor space may be available. Services could include facility rentals and outreach initiatives. This building block fosters a sense of belonging and identification with the values and goals of the Center, its partners and its members. Revenues could include rental fees and special event fees.
2. **Research Network:** A sponsor, partner, and/or manager of collaborative research projects. Services could include the management or support of research projects. Revenues could include grants, contributions, contracts and project management or consultant fees.

### **Business Case I – The “Seed”**

The following key attributes characterize the “Seed,” or most modest, business case for the Sustainable Development Center:

- o The Center would serve as a multi-agency information center for outreach and collaboration for “founding tenants.” These tenants would be *public agencies that would contribute staff time to the Center*.
  - 5 full-time equivalents should serve as resources for each of the LEED categories (sites, energy and atmosphere, water, materials and resources, and indoor environment), as well as for transportation and community services.<sup>8</sup>

---

<sup>8</sup> Examples for transportation support include King County Metro, Sound Transit, and Federal Transit Administration; for community services include the Office of Arts & Cultural Affairs (City of Seattle), Historic Seattle, Cascade People’s Center, and the Pomegranate Center.

## ***Puget Sound Sustainable Development Center Business Plan***

---

- This arrangement would assure that anyone walking into the Center for assistance would find an expert on hand in any sustainable development category.
- o The Center would include information and displays from other non-tenant partnering organizations.
- o Ongoing operational support would be provided by founding-tenant partner agencies, memberships, contributions, and program revenues (including workshops and events).
- o The “Seed” would involve minimal initial construction costs, borne primarily by the partners and key sponsors.
- o The facility would include shared common spaces and limited public areas.
- o The “Seed” could serve as the pilot case that can be scaled up over time through a flexible facility lease.

The assumed space requirements of the “Seed” include:

- o The space is leased, with approximately 2,500 square feet.
- o The facility should be in a green building:
  - First choice is a LEED-certified building
  - Second choice is a LEED-EB building – the new LEED rating system for existing buildings and renovations.
  - Third choice is a “green” tenant improvement within a non-LEED building
- o The lease is short-term (3-5 years), with a workable early termination provision if space is not in a LEED building.
- o The lease includes expansion or renewal options if the space is in a LEED building.
- o The space includes approximately 1,300 square feet of open programming to accommodate networking events for up to 75 people; it also includes space for events and lectures for up to 30 people.
- o The space is located within a few blocks (walking distance) of a venue that can accommodate events of up to 150 people.
- o The space offers easy access and is:
  - Within walking distance to public transportation (preferably multiple modes)
  - Offers easy bus access to downtown, City Hall, and Key Tower (a City-owned building)
  - Offers easy freeway access

## ***Puget Sound Sustainable Development Center Business Plan***

---

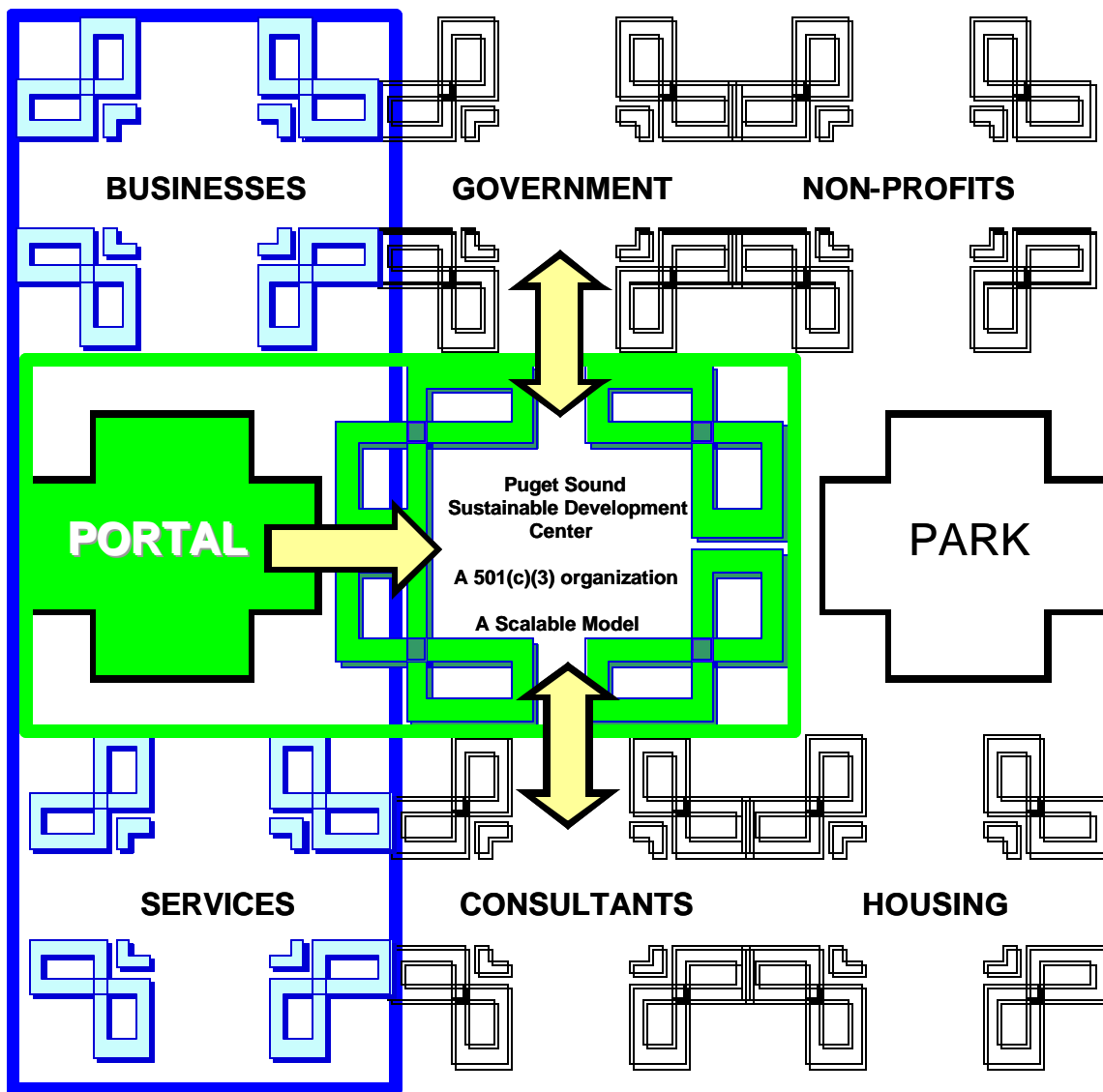
- o The space includes an open floor plan to accommodate multiple uses.
- o The space is lofty, open, light, and has natural connections to the outdoors, wherever possible.
- o Desks, storage, and displays are provided for partners with “hotelling” arrangements (rotating occupancy).
- o Secure space is provided for permanent tenants and Center staff.
- o A library of books, periodicals, and reference resources are available.
- o An online catalog would provide direct access to a collection of existing regional and national online resources.
- o Study carrels, computer and WiFi access, and a full-time resource technician provide walk-in usability.

The operational assumptions of the “Seed” include:

- o Three full-time Center staff, *in addition to the 5 full-time-equivalent staff members contributed by founding tenants*. The staff may include the following roles:
  - Executive Director
  - Resource Consultant
  - Administration and Outreach Coordinator
- o Annual operating budget of approximately \$400,000.
- o Startup costs for the Center, including: operational (fundraising, marketing, working capital, and legal); soft costs; tenant improvements; and furniture, fixtures, and equipment are estimated at \$515,000.
- o Additional, detailed assumptions are outlined in Appendix E: Business Case I Assumptions, Financial Model, and Startup Budget.

A pictorial representation of Business Case I is included on the following page. The private development could include businesses and retail services that are located with the leased building, adjacent to the space occupied by the Center itself.

## Case #1 - A "Seed" of Sustainability



**KEY BUILDING BLOCKS:**

- Info. Center
- Industry Network
- Technical Assistance
- Education & Workshops
- Tenant Space

**RESPONSIBILITIES:**

- SDC Tenant Improvement
- Private Development

## **Business Case II – The “Sapling”**

The “Sapling,” or medium-level, business case for the Sustainable Development Center would take the “Seed” as a starting point, scaled up considerably. It would include:

- o Like the “Seed,” five or more “founding tenants,” providing on-site staffing services, and organized by LEED category, plus transportation and community services.
- o Five or more additional public agency or non-profit tenants that pay rent for leased space.
- o A collection of other partners that contribute to occupy display spaces, flexible workspaces, or an “executive suites” option that provides administrative support services and equipment.
- o Partners may include a variety of regional and national resources.

The assumed space requirements of the “Sapling” include:

- o Must be a green building
  - First choice is a LEED-certified building
  - Second choice is a LEED-EB building – the new LEED rating system for existing buildings and renovations.
  - Third choice is a “green” tenant improvement, with opportunity for expansion to LEED NC – the future LEED rating system for new construction.
- o The space is leased or owned.
- o The space is approximately 25,000 square feet, which could be programmed as follows:
  - 2,500 square-foot Information Center
  - 2,500 square-foot Industry Network space, for workshops, events, and other forums for dialogue
  - 10,000 square-foot space for education and larger events
  - 10,000 square-foot tenant/partner subleased space
- o The location must have strong multi-modal transit connections.
- o The space must be one where visitors know they are in a building that “does things differently.”
- o The space would ideally be in an historic building, in which the new purpose serves to demonstrate sustainability through re-use.

The operational assumptions of the “Sapling” include:



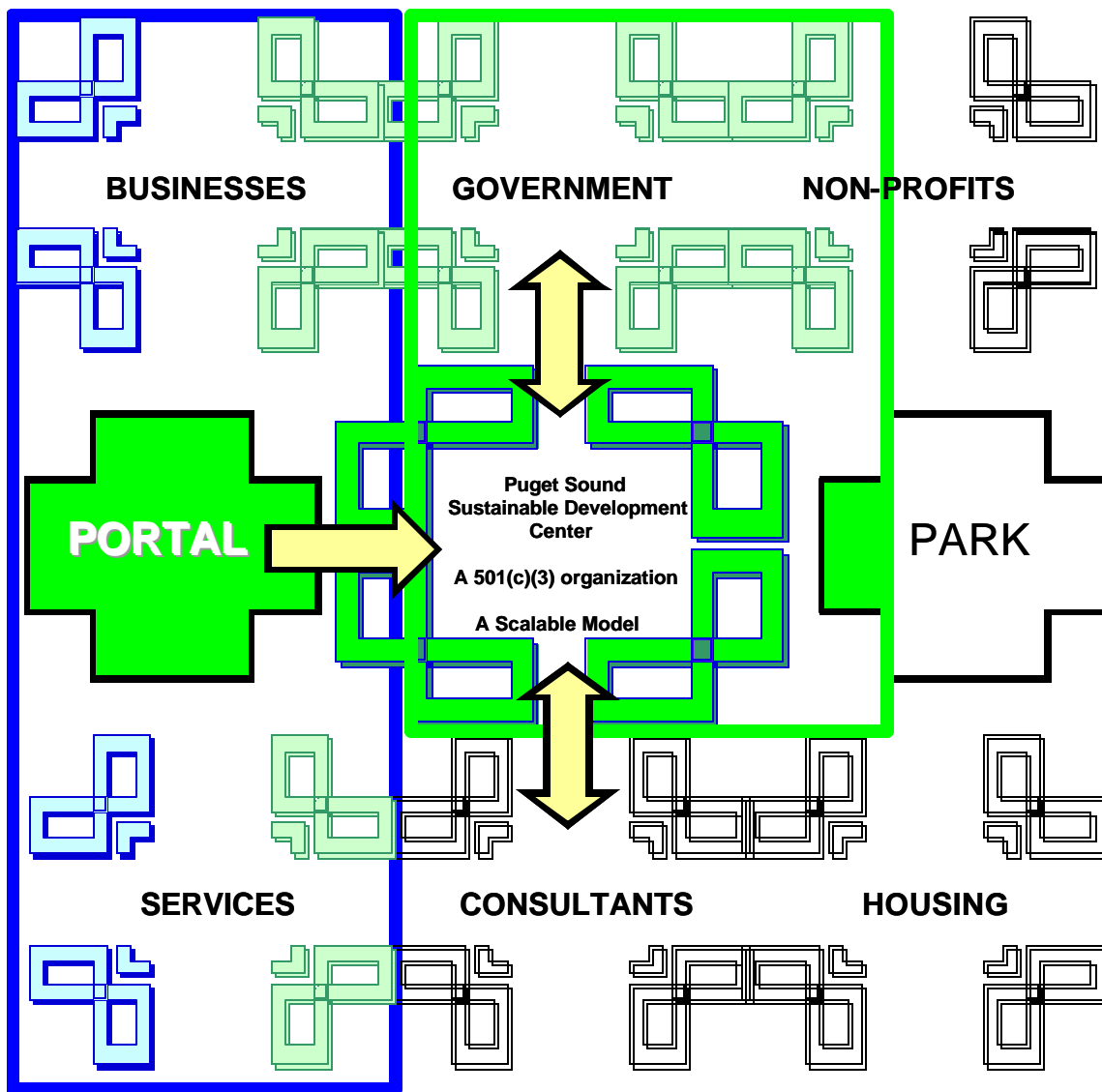
## ***Puget Sound Sustainable Development Center Business Plan***

---

- o 5 ½ full-time equivalents staff the center, *in addition to the 5 full-time-equivalent staff members contributed by founding tenants*. The staff may include the following roles:
  - Executive Director
  - Project Consultant
  - Resource Consultant
  - Development and Marketing
  - Facility and Exhibit Manager (½ time)
  - Administration and Outreach Coordinator
- o Annual operating budget of approximately \$1,000,000.
- o Startup costs for the Center, including: operational (fundraising, marketing, working capital, and legal); soft costs; tenant improvements or hard construction costs; and furniture, fixtures, and equipment are estimated at \$5.6 million.
- o Additional, detailed assumptions are outlined in Appendix F: Business Case II Assumptions, Financial Model, and Startup Budget.

A pictorial representation of Business Case II is included on the following page. In this case, in addition to providing sublease space to its own tenants, the Center may create alliances with other mission-related businesses located in adjacent, privately developed space.

## Case #2 - A “Sapling” of Transformation



<i>KEY BUILDING BLOCKS:</i>		<i>RESPONSIBILITIES:</i>
Info. Center	Tenant Space	<ul style="list-style-type: none"> <li>•SDC Development or T.I.</li> </ul>
Industry Network	Community Center	<hr style="border: 2px solid green;"/>
Technical Assistance		<ul style="list-style-type: none"> <li>•Private Development</li> </ul>
Education & Workshops		<hr style="border: 2px solid blue;"/>

**Business Case III – The “Urban Reforestation”**

The “Reforestation,” or most complete realization of the Sustainable Development Center, would take the “Sapling” as a starting point, but serve as the basis for a larger, private campus for sustainability. It would:

- o Provide the fullest versions of all of the building blocks, within the context of a larger, private sustainable development.
- o Potentially begin as Business Case II only, independent of the private developer that would implement the ultimate campus structure.

Under this business case, the Center could propose a Request for Proposal (RFP) to developers to develop the full campus surrounding an existing “Sapling.” Assumed space requirements include:

- o Must be a state-of-the-art green development, developed in partnership with a private developer.
- o The Center contributes capital for the purposes of the public portion of the space (37,500 square feet, expanded from Business Case II).
- o The developer contributes capital and provides construction financing for the business campus (50,000 square feet or more).

The campus could provide the following additional functions:

- o Public park: A demonstration of the potential of the interaction between the natural environment, open space, community space, public gathering areas, and a playground.
- o Sustainable business park: An office and warehouse space for mission-related companies and professional service firms to augment the technology and principles demonstrated within the Center – a kind of “green” shopping mall for builders/developers.
- o Retail services: A function fulfilled by industry leaders in corporate responsibility and green practices.
- o Mixed-income housing: Provided by non-profit/for-profit partnerships to demonstrate the potential of social diversity and inclusionary zoning practices. This would include both ownership and rental properties.
- o Cultural magnet: A demonstration of historical sensitivity, small business support and incubation, freedom of artistic expression, ethnic richness, and diversity.
- o Transportation hub: A demonstration of sustainable choices and practices in transit.

The operational model for Business Case III is essentially the same as that of Business Case II, but is expanded to include a total of 37,500 square feet of space in the Center.

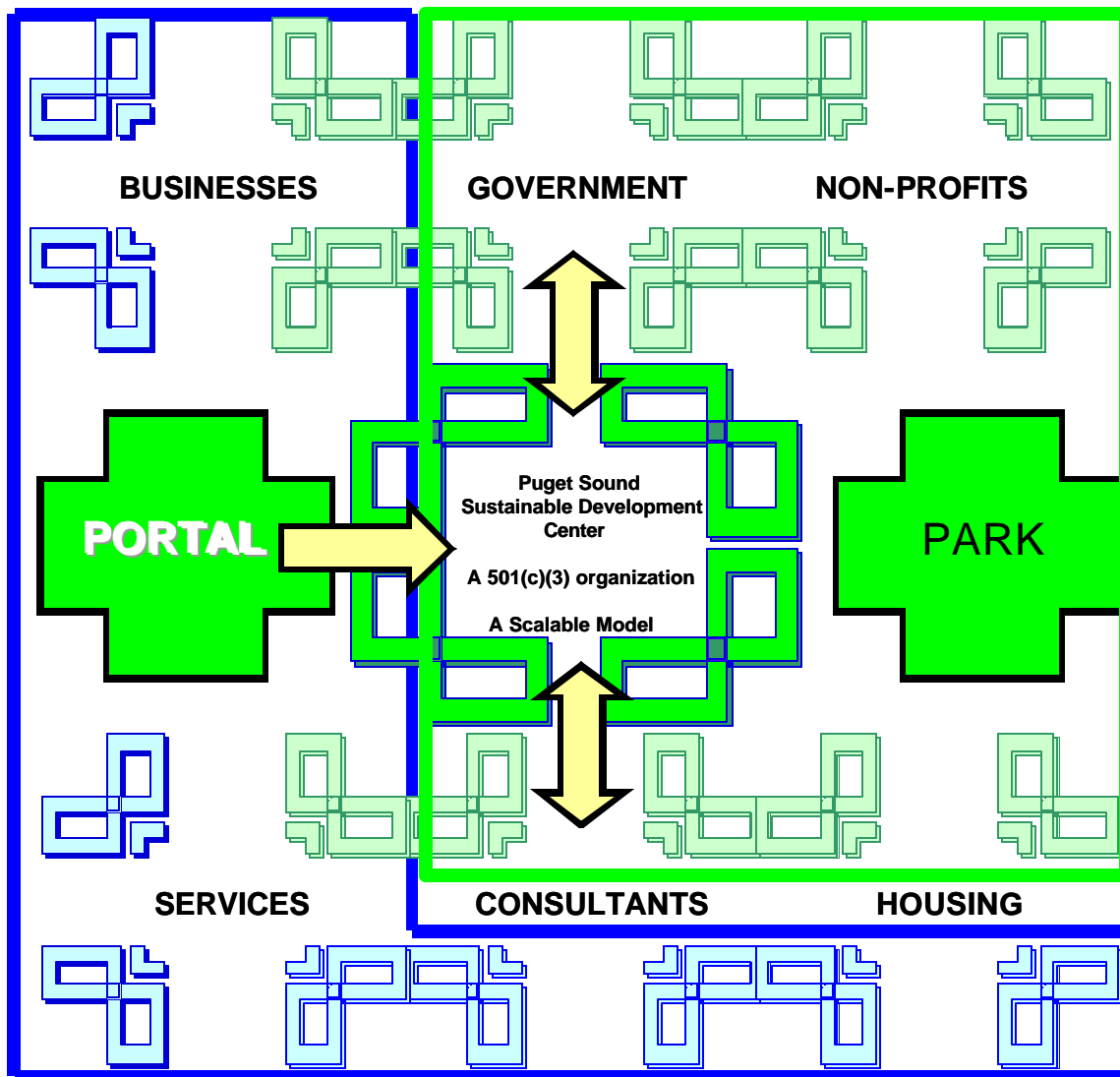
## ***Puget Sound Sustainable Development Center*** **Business Plan**

---

Additional public services include the inclusion of a research program, expanded tenant opportunities and a large office to include additional program staff. The scope of the entire project grows to \$20 million or more, as it brings in investment from a private development partner.

A pictorial representation of Business Case III is included on the following page.

### Case #3 - An Urban "Reforestation"



<i>KEY BUILDING BLOCKS:</i>		<i>RESPONSIBILITIES:</i>
Info. Center	Tenant Space	<ul style="list-style-type: none"> <li>•SDC Development or T.I.</li> </ul>
Industry Network	Community Center	<hr style="border: 1px solid green;"/>
Tech.I Assistance	Research	<ul style="list-style-type: none"> <li>•Private Development</li> </ul>
Education & Workshops		<hr style="border: 1px solid blue;"/>

**Puget Sound Sustainable Development Center  
Business Plan**

---

**Business Case Summary**

The following table summarizes key points that differentiate the three cases:

<b>Category</b>	<b>“Seed” Business Case I</b>	<b>“Sapling” Business Case II</b>	<b>“Urban Reforestation” Business Case III</b>
In-kind staff contributions from founding tenants	5 technicians	5 or more techs	10 or more techs
Center staff	Approx. 3 FTE	5-6 FTE	As appropriate, possibly 15-20 FTE
Annual Operational Budget	Approx. \$400,000	Approx. \$1,000,000	Scaled up appropriately from Case II
Lease/Own	Lease	Lease or own	Lease or own
Startup Budget	Approx. \$515,000	Approx. \$5.6 million	Over \$20 million
Tenant Space	No	Yes	Yes (extensive)

## **RECOMMENDATIONS**

### **Recommendation 1. Partnerships**

Develop the SDC with strong partnerships, particularly at the Founder level. Cultivate relationships with contributors of financial and technical resources. Encourage strong collaboration between the City of Seattle and King County, leveraging off of existing programs.

### **Recommendation 2. Operations and Governance**

Launch the Center from an existing non-profit to accelerate the development timeline. This approach leverages existing infrastructure, funding relationships, momentum, and knowledge capital. If an existing non-profit cannot be identified, the secondary recommendation is to start a new non-profit.

Based on the market research conducted during the business planning process, Resource Venture (formerly BIRV), UEI, Sustainable Seattle, and the Cascadia Chapter of the US Green Building Council were identified as most closely aligned with the mission of the Center, and the strongest candidates for a possible launching pad for the Center. The composition of the board of directors should be evaluated and developed to provide broad-based public and private representation. Other candidates may be identified, but should have close mission-alignment with the Center.

Secondary recommendation: Establish a new non-profit, rather than a new public development authority, based on the ability of a non-profit to: 1) develop more broad-based support, given its freedom from political affiliation; 2) accept tax-deductible donations; 3) startup more quickly

### **Recommendation 3. Project Management**

Immediately hire or assign a project manager for the Center, to maintain focus and accelerate the increasingly complex coordination of planning effort, outreach, marketing, and negotiations.

### **Recommendation 4. Location**

Target Pioneer Square as the preferred neighborhood, and South Lake Union as the secondary target for site selection.

The primary recommendation for Pioneer Square over South Lake Union is based upon:  
1) Superior access to an existing multi-modal transit hub.

**Puget Sound Sustainable Development Center  
Business Plan**

---

- 2) Stronger existing urban character and “walkability.”
- 3) Superior proximity to potential users of the Center.
- 4) More favorable property valuation, in the form of lower real estate values and rents. This would maximize the capital dollars spent on the project.
- 5) Availability of existing state, city and county controlled property in the area to stimulate future public/private sustainable development projects.

In the event that a suitable location is not immediately identified in Pioneer Square, South Lake Union is a strong secondary candidate and should be pursued.

**Recommendation 5. Business Case**

If an existing non-profit with relationships to major donors is identified as a launching pad for the Center, pursue the “Sapling” (Business Case II). If a strong existing non-profit is not identified, pursue the “Seed” (Business Case I).

**Recommendation 6. Funding**

Identify a primary founding benefactor to provide essential seed funding and financial momentum.

**Recommendation 7. Facility Program**

Design and program the facility as an evolving demonstration of sustainable “best practices” in the built environment.

The building should be a state-of-the-art green building that “walks the talk,” conveys a sense of energy, and incorporates revolving displays and upgradeable building technology. The facility should be organized by the five LEED categories, plus Transportation and Community.



## **KEY SUCCESS FACTORS**

Keys to the success of launching the Sustainable Development Center include:

- Availability of project resources, including time, staff, and money
- Strength of relationships with partners
- Appropriately sized project relative to the level of support
- Clearly defined project leadership and responsibilities
- Development and maintenance of a strong Action Plan

## **IMMEDIATE NEXT STEPS (FOR THE NEXT 3-6 MONTHS)**

The following immediate next steps are recommended for the implementation of the Sustainable Development Center. See Appendix G for an overview of key milestones for 2004.

- 1) Appoint Interim Director or Project Manager for Project
- 2) Cultivate founder and partner relationships
  - a. Formulate list of key partners
  - b. Arrange one-on-one meetings with key agency and non-profit directors
  - c. Offer programming and events under “umbrella” of the Center to foster collaboration between agencies
  - d. Secure commitments or letters of intent
- 3) Gather broad political/customer support
  - a. Pursue outreach to other similar efforts statewide and nationally
  - b. Arrange group meetings with key political and funding allies
  - c. Arrange group meetings with key corporate customers
- 4) Immediately arrange discussions with existing non-profit merger candidates to determine feasibility
- 5) Determine most feasible building for development
  - a. Immediately explore the possibilities within King Street Station
  - b. Analyze other potential properties in Pioneer Square and SLU
  - c. Post an RFQ for a consultant to complete a development feasibility analysis
  - d. Following the feasibility analysis, post an RFP for a developer.
- 6) Conduct fundraising feasibility study
- 7) Secure preliminary funding commitments, including a founding benefactor
- 8) Make requests for support from the Mayor of Seattle, the King County Executive, the Seattle City Council, and the King County Council

**APPENDICES**

**A. Acknowledgements**

**B. Regional Service Providers (with Missions Related to Sustainable Practices)**

**C. National Precedents for the Sustainable Development Center**

**D. Focus Group Participants**

**E. Business Case I Financials (The “Seed”)**

**F. Business Case II Financials (The “Sapling”)**

**G. Key 2004 Milestones**

## **APPENDIX A: ACKNOWLEDGEMENTS**

### **Steering Committee**

Roger Anderson	Urban Environmental Institute - <a href="mailto:andersrg@battelle.org">andersrg@battelle.org</a>
Lucia Athens	Seattle Public Utilities - <a href="mailto:Lucia.Athens@Seattle.Gov">Lucia.Athens@Seattle.Gov</a>
Jack Brautigam	Seattle City Light - <a href="mailto:Jack.Brautigam@Seattle.Gov">Jack.Brautigam@Seattle.Gov</a>
Deborah Brockway	King County - <a href="mailto:Deborah.Brockway@METROKC.GOV">Deborah.Brockway@METROKC.GOV</a>
Marya Castellano	Seattle City Light - <a href="mailto:Marya.Castillano@Seattle.Gov">Marya.Castillano@Seattle.Gov</a>
Michael Cox	City of Seattle Office of Sustainability and Environment - <a href="mailto:michael.cox@Seattle.Gov">michael.cox@Seattle.Gov</a>
Peter Dobrovolny	Seattle City Light - <a href="mailto:Peter.Dobrovolny@Seattle.Gov">Peter.Dobrovolny@Seattle.Gov</a>
Tony Gale	City of Seattle Architect - <a href="mailto:tony.gale@Seattle.Gov">tony.gale@Seattle.Gov</a>
Ed Geiger	Urban Environmental Institute - <a href="mailto:eddieg@frontiergeosciences.com">eddieg@frontiergeosciences.com</a>
Richard Gelb	City of Seattle Office of Sustainability and Environment – <a href="mailto:richard.gelb@Seattle.Gov">richard.gelb@Seattle.Gov</a>
Steve Goldblatt	UW College of Architecture and Urban Planning - <a href="mailto:bconbear@u.washington.edu">bconbear@u.washington.edu</a>
Diana Grant	Lighting Design Lab - <a href="mailto:Diana.Grant@Seattle.Gov">Diana.Grant@Seattle.Gov</a>
Hamilton Hazelhurst	Vulcan Inc. - <a href="mailto:hamiltonh@vnw.com">hamiltonh@vnw.com</a>
Dave Hewitt	NW Energy Efficiency Alliance- <a href="mailto:dhewitt@nwalliance.org">dhewitt@nwalliance.org</a>
Paul Olsen	AIA Committee on the Environment - <a href="mailto:pOlson@jonesandjones.com">pOlson@jonesandjones.com</a>
Ann Schuessler	The RAFN Company - <a href="mailto:aschuessler@rafn.com">aschuessler@rafn.com</a>

### **Consulting Team: Catapult Community Developers**

Monica Alliegro	Catapult Community Developers <a href="mailto:malliegro@catapultdevelopment.com">malliegro@catapultdevelopment.com</a>
Mark Huppert	Catapult Community Developers <a href="mailto:mhuppert@catapultdevelopment.com">mhuppert@catapultdevelopment.com</a>
Sarah Thomssen	Thomssen Consulting <a href="mailto:sarah@thomssen-consulting.com">sarah@thomssen-consulting.com</a>

**Appendix B: Regional Service Providers with Missions Related to Sustainable Practices**

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
<b>American Institute of Architects</b>	Marga Rose Hancock	1911 First Ave. Seattle, WA 98101	206-448-4938 206-448-2562 FAX	<a href="mailto:aia@aiaseattle.org">aia@aiaseattle.org</a> ; <a href="mailto:mrhancock@aiaseattle.org">mrhancock@aiaseattle.org</a>	<a href="http://www.aiaseattle.org">www.aiaseattle.org</a>	Non-profit professional organization that promotes and supports the profession of architecture.	Membership, education and training, AIA continuing education, AIA contract documents, bookstore, AIA Seattle Architect newsletter, and resource center with member information.	Seattle members include architects, students, and related design and building industries.	Membership, retail, education.
<b>American Lung Association of Washington</b>	Marina Cofer-Wildsmith	2625 Third Ave. Seattle, WA 98121	206-441-5100	<a href="mailto:alaw@alaw.org">alaw@alaw.org</a>	<a href="http://www.lungusa.org/air">www.lungusa.org/air</a> <a href="http://www.alaw.org">www.alaw.org</a>	Fights lung disease in all its forms, with special emphasis on asthma, tobacco control and environmental health.	Information and resources related to healthier indoor air. Sponsorship of school programs, publications, grants for research, and litigation. Builder program?	All	Contributions from the public, along with gifts and grants from corporations, foundations and government agencies.
<b>Antioch University - Graduate Program in Environment and Community</b>	Dr. Jonathan Scherch, Chair	2326 Sixth Ave. Seattle, WA 98121	206-441-5352; 206-441-3307 FAX	<a href="mailto:scherch@antiochsea.edu">scherch@antiochsea.edu</a>	<a href="http://www.antiochsea.edu/ec">www.antiochsea.edu/ec</a>	Program is based on the premise that a just and sustainable world requires us to recognize the inseparability of social and environmental equity.	Master of Arts degree in Environment & Community. Overarching focus is on improving and fostering environmental stewardship and accountability in institutions, communities, industry and the economy.	Professionals working or planning to work in the environmental or community development fields.	Tuition
<b>BetterBricks.com</b>	Jeff Cole	529 SW Third Ave., Suite 600, Portland, OR 97204	888-216-5357; 503-827-8416	<a href="mailto:jcole@nwalliance.org">jcole@nwalliance.org</a>	<a href="http://www.betterbricks.com">www.betterbricks.com</a>	To increase awareness and demand for energy efficiency in buildings by sharing information and resources.	Part of a larger network of services that includes a hotline, reference library, daylighting labs and technical assistance in Seattle, Portland and Eugene. Training programs include workshops, brown bags and roundtables. BetterBricks Advisors provide support and analysis on selected projects.	NW design and construction professionals and business owners. Wants to see energy efficiency as part of normal business practice.	BetterBricks is an initiative of the NW Energy Efficiency Alliance.
<b>Bicycle Alliance of Washington</b>	Barbara Culp, Exec. Director	P.O. Box 2904, Seattle, WA 98111	206-224-9252	<a href="mailto:info@bicyclealliance.org">info@bicyclealliance.org</a>	<a href="http://www.bicyclealliance.org">www.bicyclealliance.org</a>	Promotes bicycling for everyday transportation and recreation through advocacy and education.	Statewide lobbying organization. Has website with information resources, education, workplace seminars, conferences.	Washington state residents	Grants from foundations incl. Bullitt Foundation; corporate sponsorship from REI and WRQ; partnership with Earthshare for workplace donations; membership fees (\$25-\$50)
<b>Biodiversity Northwest</b>	Michael Closson, Exec. Director	4649 Sunnyside N.#321, Seattle, WA 98103	206-545-3734	<a href="mailto:info@biodiversitynw.org">info@biodiversitynw.org</a>	<a href="http://www.biodiversitynw.org">www.biodiversitynw.org</a>	Protect and restore the ecological integrity of forests in the Pacific Northwest through public outreach, advocacy, policy analysis, monitoring, and direct action.	Merged most programs with Northwest Ecosystem Alliance.	All interested in protecting and restoring forest ecosystems in the NW.	Membership, donations
<b>Bonneville Environmental Foundation</b>	Angus Duncan, Pres.	HQ: 133 SW 2nd Ave, Portland, OR 97204 Washington office: 13324 SW 220th St., Vashon, WA 98070	503-248-1905; 206-463-4986; 206-463-4983 FAX	<a href="mailto:information@b-e-f.org">information@b-e-f.org</a>	<a href="http://www.B-E-F.org">www.B-E-F.org</a>	Funds projects that develop renewable power and acquire, maintain, and/or restore fish and wildlife habitat in the Northwest.	Makes grants and investments in watershed and renewable energy projects; Green Tags	NW	Bonneville Power Administration and other suppliers; Green Tags
<b>Resource Venture (formerly Building &amp; Industry Resource Venture)</b>	Bill Anderson, Karen Price, Kadeena Lenz	1301 5th Ave, #2400, Seattle, WA 98101	206-389-7304 Bill; 206-389-7302 Kadeena	<a href="mailto:help@resourceventure.org">help@resourceventure.org</a> ; <a href="mailto:kadennaal@resourceventure.org">kadennaal@resourceventure.org</a>	<a href="http://www.resourceventure.org">www.resourceventure.org</a>	To help Seattle businesses improve their environmental performance.	Free information, technical assistance, referrals for general sustainable building education. Information includes incentive programs, waste mgt, materials, stormwater mgt, water conservation.	Seattle area business owners; design and construction professionals	Greater Seattle Chamber of Commerce, Seattle Public Utilities
<b>Building Green</b>		122 Birge Street, Suite 30, Brattleboro, VT 05301	800-861-0954; 802-257-7304 FAX	<a href="mailto:info@BuildingGreen.com">info@BuildingGreen.com</a>	<a href="http://www.BuildingGreen.com">www.BuildingGreen.com</a>	To provide accurate, unbiased, and timely information that will help building professionals improve the environmental performance of buildings and surrounding landscapes.	Publishers of Environmental Building News, GreenSpec Directory and Green Building Advisor. Online Resource Center	Design and construction professionals in the U.S.	Publications
<b>Built Green - Master Builder's Association of King and Snohomish Counties</b>	Robin Rogers, Built Green Director	335 116th Ave. SE, Bellevue, WA 98004	425-451-7920; 425-646-5985 FAX	<a href="mailto:rogers@mbaks.com">rogers@mbaks.com</a>	<a href="http://www.builtgreen.net">www.builtgreen.net</a>	To provide builders and other associates with information to build environmentally friendly homes that are cost-effective to own and operate.	Self-certifying program that identifies 200+ environmentally-friendly home building strategies in 6 categories. 1-3-star certification level. Extensive resource listing.	Home builders and related associates in King and Snohomish County	Membership fees from \$100-\$250 and project registration fees, Sponsorship from 'Industry Allies,' Builders, Municipalities and Associate Members/Foundations ranging from \$5k-\$40K.

**Appendix B: Regional Service Providers with Missions Related to Sustainable Practices**

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
<b>Cascade Conservation Partnership</b>	David Atcheson, Campaign Director	3415 1/2 Fremont Ave. N. Seattle, WA 98103	206-675-9747	<a href="mailto:partnership@ecosystem.org">partnership@ecosystem.org</a>	<a href="http://www.ecosystem.org/tccp/">www.ecosystem.org/tccp/</a>	Nonprofit with 3 year campaign to purchase and protect over 75,000 acres of forests that link the Alpine Lakes to Mount Rainier	monthly e-news newsletter	NW	Donations and grants including PGA Foundatin, Microsoft Corp Contributions, Jabe Blumenthal, Rathmann Family Foundation.
<b>Cascade People's Center</b>	Robin Russell	309 Pontius Ave. N., Seattle, WA 98109	206-582-0320		<a href="http://www.ecocascade.org">www.ecocascade.org</a>	To empower people to build strong and sustainable families and communities. Core values include equality, community partnerships, sustainability, advocacy, responsibility.	Planning Cascade People's Center Eco Renovation project which will renovate an existing building in Cascade Park into a learning center to showcase environmentally responsible design choices. Other programs include practitioners working with families to mobilize resources to support family development;	Individuals and families in the NW	Grants, donations
<b>Celilo Group</b>	Luke Brown, Co-Director Seattle Office	300 Third Ave. West, Seattle, WA 98119	206-281-1122; 206-770-6181 FAX	<a href="mailto:lukeatcelilo.net">lukeatcelilo.net</a>	<a href="http://www.celilo.net">www.celilo.net</a>	Finding markets for sustainable products	Publishers of Sustainable Industries Journal Northwest, Baby Steps Book, and Chinook Book	NW	Publications
<b>Center for Environmental Citizenship - Seattle Office</b>	Crystal	2021 Third Ave., Seattle, WA 98121	206-256-6429	<a href="mailto:crystal@envirocitizen.org">crystal@envirocitizen.org</a>	<a href="http://www.envirocitizen.org/region/nw/index.html">www.envirocitizen.org/region/nw/index.html</a>	National nonprofit encouraging college students to be environmental citizens through education, training, and organizing a diverse, national network of young leaders to protect the environment.	Educational programs, training, monthly e-news newsletter	College students	Membership, donations and grants including Bullitt, Brainerd, and Beldon Fund
<b>Certified Forest Products Council</b>		14780 SW Osprey Drive, Suite 285, Beaverton, OR 97007	503-590-6600	<a href="mailto:info@certifiedwood.org">info@certifiedwood.org</a>	<a href="http://www.certifiedwood.org">www.certifiedwood.org</a>	To have a lasting effect on the health of the world's forest ecosystems, keeping them economically, environmentally and socially viable through purchasing power.	Broad membership of conservation orgs, forest products companies and corporate members.	All individuals and organizations purchasing wood in the U.S.	Membership, sponsorship.
<b>CITY OF SEATTLE:</b>									
<b>Office of Sustainability and Environment</b>	Steve Nicholas	700 5th Ave., #4900, Seattle, WA 98104	206-615-0829	<a href="mailto:steve.nicholas@seattle.gov">steve.nicholas@seattle.gov</a>	<a href="http://www.cityofseattle.net/environment">www.cityofseattle.net/environment</a>	Provide leadership, tools, and info to help City government and other organizations use natural resources efficiently, prevent pollution, and improve the economic, environmental, and social well-being of current and future generations.	Operates under goals identified in the Environmental Action Agenda which produces publications and reports and legislation. Coordinates implementation of policy and works with City's Green Building Team.		
<b>Seattle Public Utilities</b>	Lucia Athens, Green Building Team Chair	701 5th Ave., #4900, Seattle, WA 98104	206-684-4643	<a href="mailto:lucia.athens@seattle.gov">lucia.athens@seattle.gov</a>	<a href="http://www.cityofseattle.net/sustainablebuilding/">www.cityofseattle.net/sustainablebuilding/</a>	To improve environmental quality through the entire life-cycle of the built environment.	SPU has a Sustainable Building department providing an extensive website, information on incentives and resources	Seattle businesses, residents, design and construction industry	
<b>Seattle City Light</b>	Marya Castellano; Peter Dobrovolny	700 5th Ave., #3300, Seattle, WA 98104	206-615-1094; 206-287-5049	<a href="mailto:Peter.Dobrovolny@Seattle.Gov">Peter.Dobrovolny@Seattle.Gov</a>	<a href="http://www.ci.seattle.wa.us/light/conservation/sustainability/">www.ci.seattle.wa.us/light/conservation/sustainability/</a>		Sustainable Resource Guide,		
<b>Fleets &amp; Facilities</b>	Amanda Sturgeon	618 2nd Ave., 14th Fl., Seattle, WA 98104	206-684-0425	<a href="mailto:amanda.sturgeon@seattle.gov">amanda.sturgeon@seattle.gov</a>	<a href="http://www.cityofseattle.net/facilitydevelopment">http://www.cityofseattle.net/facilitydevelopment</a>	To manage and operate the City's vehicle and equipment fleets and buildings in a way that City business can be performed safely, efficiently and in an environmentally sensitive way.	Publishes project RFPs, bids, facility standards manual		
<b>Office of Housing - SeaGreen Guide</b>	Joanne Quinn	700 Fifth Ave., #5700, Seattle, WA 98104	206-684-0721; 206-233-7227 FAX	<a href="mailto:joanne.quinn@seattle.gov">joanne.quinn@seattle.gov</a>	<a href="http://www.seattle.gov/housing">www.seattle.gov/housing</a>	To help promote more sustainable approaches to managing the built environment in a socially equitable way to those in our region who can least afford it.	Compatible with the Built Green Program, but specifically relates to affordable multifamily housing.	Affordable housing developers, builders and related associates	
<b>Department of Planning and Development</b>	Lynne Barker	700 Fifth Ave., #2000, Seattle, WA 98104	206-684-0806	<a href="mailto:lynne.barker@seattle.gov">lynne.barker@seattle.gov</a>	<a href="http://www.seattle.gov/dpd/Sustainability/default.asp">http://www.seattle.gov/dpd/Sustainability/default.asp</a>	To integrate environmental quality, economic vitality and social benefit into Seattle's built environment	Information and resources on using sustainable practices. Website, library, publications, events, education	Design and construction industry	
<b>Seattle Parks and Recreation</b>	Richard Gelb		206-684-4165	<a href="mailto:richard.gelb@seattle.gov">richard.gelb@seattle.gov</a>					

Appendix B: Regional Service Providers with Missions Related to Sustainable Practices

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
<b>END CITY OF SEATTLE</b>									
<b>Climate Solutions</b>	Paul Horton, Co-Director	610 4th Ave. E., Olympia, WA 98501	360-352-1763	<a href="mailto:paul@climatesolutions.org">paul@climatesolutions.org</a>	<a href="http://www.climatesolutions.org">www.climatesolutions.org</a>	To stop global warming at the earliest point possible by helping the Pacific Northwest and British Columbia become world leaders in practical and profitable solutions.	Environmental education information, resources, activities. Energy Outreach Center (located in Olympia) provides samples and information on how to build/renovate a home having a minimal impact on the environment. Monthly e-news bulletin.	Northwest families, communities, state governments and industries	Partners with EarthShare for workplace donation; Partners with Eco Encore for media donations; corporate, foundation and individual donations.
<b>Community Coalition for Environmental Justice</b>	Yolande Sinde, Director	2820 E. Cherry St, Seattle, WA 98122	206-720-0285	<a href="mailto:justice@ccej.org">justice@ccej.org</a>	<a href="http://www.ccej.org">www.ccej.org</a>	To build a community coalition, which identifies and eliminates environmental injustice, and advocates for and creates environmental justice.	Community education, environmental justice library, community organizing, campaigns, events, publications, bi-monthly newsletter	Multiethnic individuals and organizations	
<b>Design Resource Institute</b>	Tom and Barbara Johnson	7406A Greenwood Ave. N., Seattle, WA 98103	206-789-0949; 206-789-3144 FAX	<a href="mailto:designwithmemory@cs.com">designwithmemory@cs.com</a>	<a href="http://www.designresource.org">www.designresource.org</a>	To encourage the use of post-consumer recycled, and reprocessed and sustainably harvested materials in new product designs and buildings.	Information on materials from sustainable harvesting, recycled glass, etc. International Design Resource Awards	Residential and commercial designers, builders	
<b>Earth Share of Washington</b>	Pam Cady, Exec. Dir.	1402 Third Ave., Suite 525, Seattle, WA 98101	206-622-9840	<a href="mailto:eswinformation@esw.org">eswinformation@esw.org</a>	<a href="http://www.esw.org">www.esw.org</a>	To promote a healthy environment and an engaged citizenry.	Participates in government and corporate campaigns through employee payroll pledges. Website provides current environmental issues, events and a monthly newsletter called 'Earth Page.'	Washington state employers and employees	Payroll pledges, donations, grants.
<b>Environmental Coalition of South Seattle</b>	Charlie Cunniff	8201 10th Ave. S. Seattle, WA 98108	206-767-0432	<a href="mailto:charlie@ecoss.org">charlie@ecoss.org</a>	<a href="http://www.ecoss.org">www.ecoss.org</a>	To work with Puget Sound businesses and neighborhoods for an environmentally responsible community.	Provides free resource and referral service, education, technical resources, quarterly newsletter.	businesses and individual residents of Puget Sound	Economic development and environmental agencies, foundations, donations and memberships.
<b>Environmental Media Services West</b>	Scott Miller	1933 First Ave, Suite 507, Seattle, WA 98101	206-374-7795	<a href="mailto:scott@emswest.org">scott@emswest.org</a>	<a href="http://www.emswest.org">www.emswest.org</a> ; <a href="http://www.ems.org">www.ems.org</a>	A nonprofit organization dedicated to providing journalists with the most current information on environmental issues	Based in Washington, D.C., their website has extensive news center about environmental issues, library and email updates. Holds briefings, and staff to provide resource referrals.	Journalists	
<b>Energy &amp; Environmental Building Association</b>		10740 Lyndale Ave. S., Bloomington, MN 55420	952-881-1098; 952-881-3048 FAX	<a href="mailto:information@eeba.org">information@eeba.org</a>	<a href="http://www.eeba.org">www.eeba.org</a>	Nonprofit promoting environmentally responsible new building technology, standards for energy efficiency and best field practices and applications.	Educational tools such as a builder field guide; networking opportunities; classes and seminars; website and online bookstore	U.S. design and construction industry, utilities, code officials, researchers, educators, and environmentalists	Membership, classes, bookstore
<b>Energy Ideas Clearinghouse</b>	Linda Whitham, EIC Project Manager	P.O. Box 43165, Olympia, WA 98504	360-956-2237	<a href="mailto:info@energyideas.org">info@energyideas.org</a>	<a href="http://www.energyideas.org">www.energyideas.org</a>	To provide centralized access to information and technical assistance for increasing energy efficiency in the Northwest.	Operated and managed by the Washington State Univ. Extension Energy Program, provides technical information, events calendar, jobs database, publications, electronic mailing lists and one-on-one technical services to utilities and their commercial and industrial customers.	Northwest businesses, industry, government and utilities	Northwest Energy Efficiency Alliance
<b>Energy Star</b>	Dr. Robert Fallis	1200 Pennsylvania Ave NW, Washington, DC 20460	888-STAR-YES	<a href="mailto:vargas.maria@epa.gov">vargas.maria@epa.gov</a>	<a href="http://www.energystar.gov">www.energystar.gov</a>	A government-backed program to help businesses and individuals protect the environment through superior energy efficiency.	For the individual - products rated with the Energy Star; tools and resources to help undertake home improvements. For the business - tools and resources to save energy, track financial results of energy efficiency, professional referrals, portfolio manager to benchmark buildings, product ratings,	Businesses and individuals in the U.S.	Partnership between Dept of Energy, EPA, product manufacturers, local utilities and retailers
<b>Environmental Works, Community Design Center</b>	Sandra Mallory	402 15th Ave. E, Seattle, WA 98112	206-329-8300; 206-329-5494 FAX	<a href="mailto:smallory@ework.org">smallory@ework.org</a>		A nonprofit architectural firm with a mission to provide planning, consulting and information services related to sustainable building design and consulting practices.	Architectural planning and consulting services related to sustainable design.	NW	

Appendix B: Regional Service Providers with Missions Related to Sustainable Practices

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
<b>Federal Network for Sustainability</b>	Tim Scanlon, Bonneville Power Administration		206-220-6773	<a href="mailto:tscanlon@bpa.gov">tscanlon@bpa.gov</a>	<a href="http://www.federalsustainability.org">www.federalsustainability.org</a>	A collaborative network of federal agencies on the West Coast who strive to promote sustainable environmental stewardship.	Partnerships with state and local groups; training and tools to implement sustainability (conferences, etc), initiatives that include sustainable buildings.	federal agencies	
<b>Flexcar</b>		400 Yesler Way #600, Seattle, WA 98104	206-323-3539; 206-381-8940 FAX	<a href="mailto:info_seattle@flexcar.com">info_seattle@flexcar.com</a>	<a href="http://www.flexcar.com">www.flexcar.com</a>	To offer members a benefit while helping the environment and community.	Provides members access to a fleet of vehicles.	Larger neighborhood in Seattle region.	Membership.
<b>Global Green USA</b>		227 Broadway Street, Santa Monica, CA 90401	310-394-7700; 310-394-7750 FAX		<a href="http://www.globalgreen.org">www.globalgreen.org</a>	Encourages collaborative approaches and crosscutting solutions to environmental challenges.	Manual "A Blueprint for Greening Affordable Housing: Developer Guidelines for Resource Efficiency and Sustainable Communities"	US building industry	Dept of Energy support
<b>Green Seal</b>		1730 Rhode Island Ave. NW, Washington, DC 20036	202-331-7337		<a href="http://www.greenseal.org">www.greenseal.org</a>		Product certification organization publishing a monthly report on products. Working on environmental standards for certain kinds of properties.	US building industry	
<b>Institute for Environmental Research &amp; Education (Vashon Island) - See Case Studies</b>									
<b>Institute for Lifecycle Energy Analysis</b>	Roel Hammerschlag, Director	310 27th Ave. E. Seattle, WA 98112	206-328-3093	<a href="mailto:roel@ilea.org">roel@ilea.org</a>	<a href="http://www.ilea.org">www.ilea.org</a>	Provide U.S. consumers with the education and tool necessary to make purchasing and lifestyle choices that work toward a sustainable global economy.	Education including lectures, workshops; tools including spreadsheet calculators; newsletter called 'Leaf', website with information and resources.	U.S. Consumers	
<b>Institute for Washington's Future</b>	Pat Higgins, Director	419 Occidental Ave S., Seattle, WA 98104	206-204-0404; 206-204-0406 FAX	<a href="mailto:institute@forwashington.org">institute@forwashington.org</a>	<a href="http://www.forwashington.org">www.forwashington.org</a>	To promote an economically just, environmentally sustainable and culturally diverse future for the Pacific Northwest.	Policy research, community development	Pacific Northwest individuals and organizations	
<b>International Council for Local Environmental Initiatives - Green Building Project Islandwood - See Case Studies</b>		15 Shattuck Square, Berkeley, CA 94704	510-540-8843; 510-540-4787 FAX	<a href="mailto:iclei-usa@iclei.org">iclei-usa@iclei.org</a>	<a href="http://www.iclei.org/">www.iclei.org/</a>	To pioneer new methodologies for reducing energy consumption in municipal buildings. To help cities find creative financing.	Programs include 'energy smart cities' and the 'municipal carbon offset policy.'	U.S. municipalities	
<b>KING COUNTY</b>									
<b>King County Department of Natural Resources and Parks</b>	Deborah Brockway	201 S. Jackson St., Suite 700, Seattle, WA	206-296-1927	<a href="mailto:Deborah.Brockway@METRO.KC.GOV">Deborah.Brockway@METRO.KC.GOV</a>	<a href="http://dnr.metrokc.gov/">http://dnr.metrokc.gov/</a>	To be the steward of the region's environment and strengthen sustainable communities by protecting our water, land and natural habitats, safely disposing of an reusing wastewater and solid waste, and providing natural areas, parks and recreation programs			
<b>King County Envirostars</b>	Laurel Tomchick	130 Nickerson St., Seattle, WA 98109	206-263-3063	<a href="mailto:envirostars@metrokc.gov">envirostars@metrokc.gov</a>	<a href="http://www.envirostars.com">www.envirostars.com</a>	To prevent pollution and properly manage hazardous waste.	Rating system that certifies businesses for their efforts to prevent pollution and properly manage hazardous waste	King County residents and businesses	
<b>King County Industrial Materials Exchange - IMEX</b>	Larry Brown		206-296-3984	<a href="mailto:larry.brown@metrokc.gov">larry.brown@metrokc.gov</a>	<a href="http://www.metrokc.gov/hazwaster/imex/">www.metrokc.gov/hazwaster/imex/</a>	To protect and enhance public health and environmental quality in King County by helping citizens, businesses and government reduce the threat posed by the use, storage and disposal of hazardous materials.	Matches businesses that produce wastes, industrial by-product or surplus materials with businesses that need them. On-line catalogue that lists wanted and available materials.	King County residents and businesses	
<b>King County Metro Transit</b>	William Roach, Program Manager	Dept. of Transportation, 201 S. Jackson Street, Seattle, WA 98104	206-684-1620; 206-684-1860 FAX	<a href="mailto:bill.roach@metrokc.gov">bill.roach@metrokc.gov</a>	<a href="http://transit.metrokc.gov">http://transit.metrokc.gov</a>	Provide the best possible public transit services that get people on the bus and improve regional mobility and quality of life in King County		King County residents and businesses	
<b>King County Recycled Product Procurement</b>	Eric Nelson	500 4th Ave, Room 620, Seattle, WA 98104	206-296-4210	<a href="mailto:eric.nelson@metrokc.gov">eric.nelson@metrokc.gov</a>	<a href="http://www.metrokc.gov/procure/green/index.htm">www.metrokc.gov/procure/green/index.htm</a>	To ensure that County agencies buy recycled.	On-line materials describe recycled-content construction product experiences, procurement specifications and related techniques.	County agencies	

Appendix B: Regional Service Providers with Missions Related to Sustainable Practices

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
King County DNR - Solid Waste <b>(END KING COUNTY)</b>	Doug Howell	201 S. Jackson St., Suite 700, Seattle, WA	206-296-6542	<a href="mailto:website.swd@metrokc.gov">website.swd@metrokc.gov</a>	<a href="http://dnr.metrokc.gov/swd/">http://dnr.metrokc.gov/swd/</a>				
Lighting Design Lab	Diana Grant	400 E. Pine St., Seattle, WA 98122	800-354-3864	<a href="mailto:diana@lightingdesignlab.com">diana@lightingdesignlab.com</a>	<a href="http://www.lightingdesignlab.com">www.lightingdesignlab.com</a>	To promote quality design and energy efficient lighting technologies.	Education, training, consultations, technical assistance and demos.	NW commercial design, engineering and construction professionals	Sponsorship from municipalities and utility companies
National Association of Home Builders (NAHB) Research Center		400 Prince Georg's Blvd, Upper Marlboro, MD 20772	301-249-4000		<a href="http://www.nahbrc.org">www.nahbrc.org</a>		Quarterly newsletter	U.S. home builders	Non-profit subsidiary of the National Assoc. of Home Builders
Northwest Council on Climate Change	Blair Henry	4520 2nd Ave NE, Seattle, WA 98105		<a href="mailto:blairhenry@nwclimate.org">blairhenry@nwclimate.org</a>	<a href="http://www.nwclimate.org">www.nwclimate.org</a>	To serve as a resource on all aspects of global warming - causes, impacts, policies and solutions.	Consulting services, presentations, conference organizing, legislative drafting	Northwestern scientists, policymakers, businesses and individuals	Foundations, donations, membership, consulting services
Northwest Earth Institute	Dick and Jeanne Roy	506 SW Sixth Ave, Portland, OR 97204	503-227-2807	<a href="mailto:webinfo@nwei.org">webinfo@nwei.org</a>	<a href="http://www.nwei.org">www.nwei.org</a>	To provide programs that motivate and educate individuals and organizations to protect the earth.	Programs, courses and a manual about sustainable living	NW individuals and organizations	Programs, courses, donations, grants
Northwest EcoBuilding Guild	Bruce Millard, president; Karen Price, Seattle Chapter		206-263-3815 Bruce; 206-389-7281 Karen	<a href="mailto:CPSchapter@ecobuilding.org">CPSchapter@ecobuilding.org</a>	<a href="http://www.ecobuilding.org">www.ecobuilding.org</a>	To provide information to facilitate sustainable building practices.	Workshops, meetings, website, annual retreat, annual directory called Green Pages, a listing of ecologically sustainable designers, contractors, suppliers and professional services.	Northwest homeowners, home builders, designers, tradespeople, manufacturers, suppliers.	Membership fees ranging from \$25/year to \$1,000/year. Green Pages.
Northwest Energy Coalition	Sara Patton, Exec. Dir.	219 1st Ave. South, Seattle, WA 98104	206-621-0094	<a href="mailto:sara@nwenergy.org">sara@nwenergy.org</a>	<a href="http://www.nwenergy.org">www.nwenergy.org</a>	An alliance to promote energy conservation and renewable energy resources, consumer and low-income protection and fish and wildlife restoration.	Education including outreach newsletter call 'The Energy Activist,' reports, utility scorecards, state caucuses, and membership	environmental organizations, consumers, utilities, renewable energy businesses in the NW.	
Northwest Environment Watch	Alan Durning	1402 Third Ave, #500, Seattle, WA 98101	206-447-1880	<a href="mailto:elisa@northwestwatch.org">elisa@northwestwatch.org</a>	<a href="http://www.northwestwatch.org">www.northwestwatch.org</a>	The research and communications center promotes an environmentally sound economy and way of life in the Northwest.	Publishers of books, reports, 'Cascadia Scorecard,' an index of key trends shaping the NW including sprawl, pollution and energy.	NW businesses, media, environmental orgs, government agencies	Donations
Northwest Energy Efficiency Alliance	Mike O'Brien	522 S.W. Fifth Ave., #410, Portland, OR 97204	800-411-0834; 503-827-8437 FAX	<a href="mailto:info@nwalliance.org">info@nwalliance.org</a>	<a href="http://www.nwalliance.org">www.nwalliance.org</a>	Nonprofit partnership of electric utilities, governments, public interest groups and industry reps seeks out products and technologies, and provides funding, technical assistance, quality control and marketing know-how to foster their production and acceptance in the marketplace.	BetterBricks.com (see above).	NW design community, real estate community, business owners	Supported by electric utilities throughout the Northwest.
Northwest Power and Conservation Council	Dick Watson	851 SW Sixth Ave, Suite 1100, Portland, OR 97204	503-222-5161; 503-820-2370 FAX	<a href="mailto:info@nwcouncil.org">info@nwcouncil.org</a>	<a href="http://www.nwcouncil.org">www.nwcouncil.org</a>	Created by Congress to balance the Northwest's environment and energy needs by maintaining a regional power plan and a fish and wildlife program.	Reports, papers, workshops, presentations, makes funding recommendations to BPA for projects to protect the environment, publishes newsletter called 'Council Quarterly'	NW utilities, policy makers	Bonneville Power Administration
1000 Friends of Washington	Aaron Ostrom, Exec. Director	1617 Boylston Ave, Seattle, WA 98122	206-343-0681; 206-709-8218 FAX	<a href="mailto:info@1000friends.org">info@1000friends.org</a>	<a href="http://www.1000friends.org">www.1000friends.org</a>	Promotes healthy communities and cities while protecting farmland and forests for this and future generations.	Works to manage growth and stop sprawl through advocacy and education. Prepares reports and newsletter. Holds workshops and events.	Washington state residents.	Partners with EarthShare and EcoEncore for donations; individual and corporate/foundation donations.
Pacific Northwest Pollution Prevention Resource Center	Cathy Buller, Networking Lead	513 First Ave. W., Seattle, WA 98119	206-352-2050; 206-352-2049 FAX	<a href="mailto:cbuller@pprc.org">cbuller@pprc.org</a>	<a href="http://www.pprc.org">www.pprc.org</a>	To promote environmentally sound practices.	An online guide offering information on green building certification programs, guidelines, water and energy efficiency, material selection, waste management, and green building initiatives. Includes case studies and additional resources. Provides links to organizations with appropriate skills.	NW residents and businesses	



**Appendix B: Regional Service Providers with Missions Related to Sustainable Practices**

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
<b>Pierce County Environmental Services Building - See Case Studies</b>									
<b>Pomegranate Center</b>	Milenko Matanovic, Exec. Director	P.O. Box 486, Issaquah, WA 98027	425-557-6412; 425-557-4662 FAX	<a href="mailto:milenko@pomegranate.org">milenko@pomegranate.org</a>	<a href="http://www.pomegranate.org">www.pomegranate.org</a>	Nonprofit community design and development organization helping communities utilize their unique gifts to become more vibrant and humane.	Design and planning services for community gathering spaces, workshops,	NW municipalities, developers, communities	Foundations, individual and corporate donations, gov't agencies
<b>Public Technology, Inc.</b>	Ronda Mosley, Sustainability Director	1301 Pennsylvania Ave NW, Washington, DC 20004	800-852-4934	<a href="mailto:mosley@pti.org">mosley@pti.org</a>	<a href="http://pti.nw.dc.us/">http://pti.nw.dc.us/</a>	A nonprofit technology research and development organization representing local governments to bring the benefits of technology to local governments.	Publishes 'Sustainable Building Technical Manual: Step by step guidelines for energy and resource-efficient site and building design, construction, operations and management	Local governments	Membership (based on population size)
<b>Puget Sound Clean Air Agency</b>	Dennis McLerran, Exec. Director	110 Union Street, #500, Seattle, WA 98101	206-343-8800; 206-343-7522 FAX	<a href="mailto:dennism@pscleanair.org">dennism@pscleanair.org</a>	<a href="http://www.pscleanair.com">www.pscleanair.com</a>	To help provide Puget Sound citizens with clean air by enforcing federal, state and local air quality laws and regulations.	Information resources, technical assistance, compliance manuals, air quality reports, referrals,	Regional businesses and individuals	Registration fees and operating permits from businesses; federal, state and local grants; city and county fees, Notice of Construction and asbestos removal permits
<b>Puget Sound Clean Cities Coalition</b>	Linda Graham, Director	618 2 <sup>nd</sup> Ave, Suite 1200, Seattle, WA	206-684-0935; 206-684-0656 FAX		<a href="http://pugetsoundcleancities.org">http://pugetsoundcleancities.org</a>	To reduce the Puget Sound Region's dependence on petroleum-based fuels in an effort to promote air quality, public health, energy security, and economic development.			
<b>Puget Sound Energy</b>	Cal Shirley	20000 N. Creek Parkway, Bothel, WA 98011	425-424-6776	<a href="mailto:calvin.shirley@pse.com">calvin.shirley@pse.com</a>	<a href="http://www.pse.com">www.pse.com</a>				
<b>Seattle Central Community College</b>	Tony Ogilvie	1701 Broadway, Seattle, WA 98122	206-587-5483	<a href="mailto:aogilv@sccd.ctc.edu">aogilv@sccd.ctc.edu</a>	<a href="http://at-campus.net/sccc/index.html?schedule=2/3-108.html">http://at-campus.net/sccc/index.html?schedule=2/3-108.html</a>	Training program to enable graduates to advise employers or clients on strategies and tools for implementing sustainable building.	The Sustainable Building Advisor Certificate Program	Puget Sound design and construction industry professionals	Seattle City Light, tuition
<b>Seattle Urban Nature Project</b>	Helen Ross Pitts	5218 University Way NE, Seattle, WA 98105	206-522-0334	<a href="mailto:info@seattleurbannature.org">info@seattleurbannature.org</a>	<a href="http://www.seattleurbannature.org">www.seattleurbannature.org</a>	To document, improve, expand, and connect natural environments in Seattle.	Identifying and mapping habitats; research and education; policy research and community development	Seattle residents and businesses	Map sales, donations, grants
<b>Sustainable Buildings Industry Council</b>		1331 H Street NW, Washington DC 20005	202-628-7400; 202-393-5043 FAX	<a href="mailto:sbic@sbicouncil.org">sbic@sbicouncil.org</a>	<a href="http://www.sbicouncil.org">www.sbicouncil.org</a>	To advance the design, affordability, energy performance, and environmental soundness of residential, institutional, and commercial buildings nationwide.	National resource for sustainable design and product information, professional training, consumer education, energy analysis tools. Products include guidelines, software, nationwide workshops and seminars.	Entire building industry as well as consumers and legislators in the U.S.	Membership, workshops, seminars, resource materials
<b>Sustainable Seattle</b>	Ray Victorine	1109 First Ave, #400A, Seattle, WA 98101	206-622-3522; 206-343-9819 FAX	<a href="mailto:info@sustainableseattle.org">info@sustainableseattle.org</a>	<a href="http://www.sustainableseattle.org">www.sustainableseattle.org</a>	To protect and improve the long-term health and vitality by applying sustainability to the links between economic prosperity, environmental vitality and social equity.	Publishes Indicators of Sustainable Community Report; education programs, awards, student mini-grants.	Puget Sound students, residents, municipalities, communities	Donations, sponsorship from The Russell Family Foundation and Alfred Sloan Foundation
<b>Sustainable Style Foundation</b>	Sean Schmidt		206.898-5107	<a href="mailto:sean.schmidt@sustainablestyle.org">sean.schmidt@sustainablestyle.org</a>	<a href="http://www.sustainablestyle.org">www.sustainablestyle.org</a>	To educate, support and inspire current and future style professionals and enthusiasts so that they can make positive change in the world as they express themselves through their personal style choices.			
<b>Transportation Choices Coalition</b>	Peter Hurley	P.O. Box 131, Seattle, WA 98111	206-329-2336; 206-329-2705 FAX	<a href="mailto:peterh@transportationchoices.org">peterh@transportationchoices.org</a>	<a href="http://www.transportationchoices.org">www.transportationchoices.org</a>	To bring Washingtonians more and better transportation choices including bus, train, bike, or walk--as well as drive alone.	Public education, Car Smart program, consults with developers to make project more transportation friendly, Flex Car, parking and Commute Trip Reduction, Car/Van Pools. Education includes newsletter, website and email 'Action Alerts.'	Washington residents, developers, building owners	Membership, foundations, donations
<b>University of Washington College of Architecture &amp; Urban Planning</b>	Steve Goldblatt	115 Architecture, Box 351610, Seattle, WA 98195		<a href="mailto:bconbear@u.washington.edu">bconbear@u.washington.edu</a>					

Appendix B: Regional Service Providers with Missions Related to Sustainable Practices

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
University of Washington - Department of Construction Management	JR Fulton	116 Architecture, Box 351610, Seattle, WA 98195		<a href="mailto:jrfulton@u.washington.edu">jrfulton@u.washington.edu</a>			Testing Lab		
University of Washington - Educational Outreach	Shaun Bennett, Ph.D., Program Manager	4311 11th Ave. NE, Suite 300, Seattle, WA 98105	206-685-6515; 206-616-9704 FAX	<a href="mailto:sbennett@ese.washington.edu">sbennett@ese.washington.edu</a>					
University of Washington - NW Center of Livable Communities	Fritz Wagner, Co-Director	410-D Gould Hall, College of Arch & UP, Seattle, WA 98195	206-543-4770; 206-543-0308 FAX	<a href="mailto:fwagner@u.washington.edu">fwagner@u.washington.edu</a>	<a href="http://depts.washington.edu/nwcl/">http://depts.washington.edu/nwcl/</a>	Seeks to promote awareness of link between quality of life to ecology, economic vitality, housing, transportation and built environment.	Applied research and community initiatives		
Urban Environmental Institute	Ed Geiger	414 Pontius Ave. N., Seattle, WA 98109	206-683-0293	<a href="mailto:information@UrbanEnvironmentalInstitute.org">information@UrbanEnvironmentalInstitute.org</a>	<a href="http://www.urbanenvironmentalinstitute.org">www.urbanenvironmentalinstitute.org</a>	To develop and operate a model sustainable community providing innovative solutions to environmental challenges through collaborative, cutting edge scientific research and education.	Research. Interested in creating a multi-function research, education and technology incubator campus.		Foundations, donations, research projects
Urban Land Institute		1025 Thomas Jefferson Street, NW, Suite 500, Washington, DC 20007	800-321-5011		<a href="http://www.uli.org">www.uli.org</a>	To advance real estate development and land use policy worldwide.	Initiates research that anticipates emerging land use trends and issues, proposing creative solutions based on that research. Has several publications, extensive bookstore, seminars, training, etc.	Real estate development community	Membership, programs
U.S. Dept of Energy	Paul Johnson, Interim Region 10 Director	800 5th Ave., Suite 3950, Seattle, WA 98104	206-553-2154	<a href="mailto:paul.johnson@ee.doe.gov">paul.johnson@ee.doe.gov</a>					
U.S. Dept of Energy - Energy Efficiency and Renewable Energy Clearinghouse (EREC)		P.O. Box 3048, Merrifield, VA 22116	800-363-3732; 703-893-0400 FAX	<a href="mailto:doe.erec@nciinc.com">doe.erec@nciinc.com</a>	<a href="http://www.eren.doe.gov">www.eren.doe.gov</a>	To help home and business owners reduce their use of natural gas and electricity.	Website with resources, facts and ideas to reduce energy consumption.	U.S. home owners and businesses	
U.S. Dept of Energy - Smart Communities Network					<a href="http://www.sustainable.doe.gov">www.sustainable.doe.gov</a>	To provide information to promote sustainable development approaches for communities.	Information and resources on green building, energy efficiency and resource efficiency	U.S. individuals and communities	
U.S. Green Building Council		1015 18th Street, N.W. Suite 805, Washington, D.C. 20036	202-828-7422; 202-828-5110 FAX	<a href="mailto:info@usgbc.org">info@usgbc.org</a>	<a href="http://www.usgbc.org">www.usgbc.org</a>	Coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable and healthy places to live and work.	USGBC members developed LEED, the Leadership in Energy & Environmental Design Green Building Rating System. Membership in USGBC offers resources, networking, discounts on LEED certification, training, resource materials.	All industries related to buildings; nonprofit orgs, financial and insurance firms, government agencies, universities, utilities	Membership, LEED certification
U.S. Green Building Council - Cascadia Chapter	Glen Gilbert		503-228-5533	<a href="mailto:glen@cascadiagbc.org">glen@cascadiagbc.org</a>	<a href="http://usgbc.org/Chapters/cascadia">http://usgbc.org/Chapters/cascadia</a>	Coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable and healthy places to live and work.	USGBC members developed LEED, the Leadership in Energy & Environmental Design Green Building Rating System. Membership in USGBC offers resources, networking, discounts on LEED certification, training, resource materials.	All industries related to buildings; nonprofit orgs, financial and insurance firms, government agencies, universities, utilities	Membership, LEED certification
U.S. Dept of Housing and Urban Development (HUD) - PATH Program		451 7th Street, SW, Washington DC 20410	800-245-2691	<a href="mailto:pathnet@pathnet.org">pathnet@pathnet.org</a>	<a href="http://www.pathnet.org/">www.pathnet.org/</a>	Seeks to speed the creation and widespread use of advanced technologies to radically improve the quality, durability, energy efficiency, environmental performance and affordability of America's housing	Partnership administered by HUD to integrate advanced technology into design of housing. Developed a Builder Option Package.	Housing developers	
Virtually Green			510-527-3327	<a href="mailto:tours@virtuallygreen.com">tours@virtuallygreen.com</a>	<a href="http://www.virtuallygreen.com">www.virtuallygreen.com</a>	To provide virtual tours of LEED-certified buildings to unite architects, funders, and manufacturers in the green building industry.	Virtual tours on their website of LEED-certified buildings.	National building industry	Membership
Washington Environmental Council	David Mann, Pres.; Tom Geiger	615 2nd Ave, #380, Seattle, WA 98104	206-622-8103	<a href="mailto:tom@wecprotects.org">tom@wecprotects.org</a>	<a href="http://www.wecprotects.org">www.wecprotects.org</a>	To protect Washington's environment and natural heritage for current and future generations by advocating for improved state protections and better enforcement of existing laws.	Legislative program, activist network, newsletter called 'Voices'	Washington state	Membership, donations

Appendix B: Regional Service Providers with Missions Related to Sustainable Practices

Organization	Contact	Address	Phone/FAX	E-mail	URL	Mission	Products/Services Offered	Target Markets	Revenue Sources
<b>WASHINGTON STATE:</b>									
Washington State Department of Ecology, Resource Efficient Building	Paige Sorensen	P.O. Box 47775, Olympia, WA 98504	360-407-6352; 360-407-6305 FAX	<a href="mailto:psor461@ECY.WA.GOV">psor461@ECY.WA.GOV</a>			Dept of Ecology also coordinates the website 2Good2Toss.com, as site for reusable building materials.	Washington State	
Washington State DOT Environmental Services	Megan White, Director	P.O. Box 47331, Olympia, WA 98504	360-705-7483; 360-705-6833 FAX		<a href="http://www.wsdot.wa.gov/environment/">www.wsdot.wa.gov/environment/</a>	To facilitate the advancement of an effective and efficient transportation system that is planned, designed, built and maintained in an ecologically sound and cost-effective way.	A team of policy and science experts providing leadership to foster environmental stewardship and facilitate responsible implementation of transportation services. Develops policy and provides research.	Washington State	
Washington State Office of Governor	Lynn Helbrecht, Sustainability Coordinator	P.O. Box 40002, Olympia, WA 98504	360-902-4111; 360-753-4110 FAX	<a href="mailto:lynn.helbrecht@ofm.wa.gov">lynn.helbrecht@ofm.wa.gov</a>	<a href="http://sustainableseattle.org/sustpanel">http://sustainableseattle.org/sustpanel</a>	To use our laws to protect against pollution and degradation of salmon, water, land and air.	Sustainable Advisory Panel created an 'Action Plan for a Sustainable Washington.'	Washington State	
<b>(END WA. STATE)</b>									
Washington State University Cooperative Extension - Building Science	Jacob Fey, Director of Energy Program	925 Plum St. SE, Box 43165, Olympia, WA 98504	800-723-1763; 360-956-200; 360-956-2217 FAX	<a href="mailto:feyj@energy.wsu.edu">feyj@energy.wsu.edu</a>	<a href="http://www.energy.wsu.edu/buildings">www.energy.wsu.edu/buildings</a>	To provide unmatched energy services, products, education and information.	Educational materials and technical assistance on energy, including an Excel spreadsheet you can use to determine energy component tradeoffs.	Construction industry	Federal government agencies, federal power marketing agencies, NW Energy efficiency Alliance, and other sources.
Washington Sustainable Food & Farming Network		P.O. Box 6054, Bellingham, WA, 98227-6054	360-527-9426	<a href="mailto:brice@wsffn.org">brice@wsffn.org</a>		To promote community environmental, social, and economic well-being by joining together and mobilizing residents and organizations of Washington in creating a sustainable food and farming system			
Washington Toxics Coalition	Brandie Smith	4649 Sunnyside Ave N. Suite 540E, Seattle, WA 98103	206-632-1545	<a href="mailto:bsmith@watoxics.org">bsmith@watoxics.org</a>	<a href="http://www.watoxics.org">www.watoxics.org</a>	Promotes alternatives to toxic chemicals and pollution	Identifies alternatives through publications, presentations and litigation. Quarterly newsletter called 'Alternatives'	Washington state residents	
WashPIRG Foundation	Parker Blackman, Exec. Dir.	3240 Eastlake Ave. E., Seattle, WA 98102	206-568-2850	<a href="mailto:washpirg@pirg.org">washpirg@pirg.org</a>	<a href="http://www.washpirg.org">www.washpirg.org</a>	To promote environmental defense, consumer protection, and good government in Washington by investigating problems, craft solutions, and educate the public.	Reports, legislative program, and activist network on programs such as clean energy solutions.	Washington state residents and legislators	Membership, individual and foundation grants including Seattle Foundation, NW Fund for the Environment, Bullitt, Brainerd, etc.
The Western Solar Utility Network	Mike Nelson	2700 W. Commodore Way, Seattle, WA 98119	206-719-2297	<a href="mailto:mikemel@westernsun.org">mikemel@westernsun.org</a>	<a href="http://www.westernsun.org">www.westernsun.org</a>	To help its members acquire and implement renewable energy at the lowest possible cost through market aggregation.	Training, hardware workshops, community education, classes, installation workshops	Electric cooperatives, public utility districts, municipal utilities, electricians, electrical inspectors, installers of solar energy	Membership, resale of products.

## Appendix C: National Precedents for the Sustainable Development Center

Name	Location	Owners/ Developers/ Property Management	When Opened/ Established	Services	Cost	Startup Funding Sources	Member based?	Tenant Mix
Chicago Center for Green Technology	Chicago, IL	Chicago Department of Environment	2002; Resource Center opened in 2003	Approximately 4 workshops per month: 2 for LEED, 2 general. Listserve of 1200 people as a networking and information dissemination tool. Helping to facilitate relationships between orgs	\$9MM to clear; \$7MM to renovate	Mitigation funds from Commonwealth Edison (ComEd). Provides funds for ongoing operations also.	No	For-profit; public
Earth Advantage National Center	10 minutes south of downtown Portland, OR	Long-term lease	2001	Lighting display and demonstration, lighting laboratory, Earth Advantage display house, resource library, consultations, classes and	unknown	public	yes (aimed at for-profits like manufacturers)	All Earth Advantage
Green Building Alliance (GBA) Resource Center	Pittsburgh, PA	Owners: Conservation Consultants (non-profits); Developers: with a consortium including Green Building Alliance (GBA), Conservation, other non-profits and individuals. Managers: Tides, Inc.	1998	Serves as a clearinghouse for green building and sustainability information for Greater Pittsburgh. Supports GBA's three programs: 1) Green Team Builders; 2) Education & Research; 3) Public Relations & Policy. The Resource Center	\$60/sf	Primarily private foundation revenues. (The region has the highest per capita foundation money in the country.)	No	Non-profits
Pacific Energy Center	San Francisco, CA	Pacific Gas & Electric	1991	Educational programs, design tools, advice, and support to create energy efficient buildings. The primary target is the commercial sector, but they do offer some information for residential too. A Resource Center, with a librarian, is available. Tool Lending Library, classes averaging around 12 per	\$7MM renovation	public		All PEC
The Green Roundtable	Boston, MA (downtown)	Lease held by The Green Roundtable	Planned for 2004	Education, policy advocacy, research, consulting, industry-specific roundtables, demonstration and displays; exhibits (partnering with universities and museums),	\$680,000 startup budget; tenant improvements \$35-50 sf.	private	yes	All Green Roundtable

**Appendix C: National Precedents for the Sustainable Development Center**

Name	Current Annual Budget	Budget Size at Startup	Number of Staff	Staff Size at Startup	Physical Details	Web	Telephone	Contact Person
Chicago Center for Green Technology	None allocated yet by the City. Costs for 3 employees and any initiatives comes from the ComEd mitigation fund.	n/a	Three	One	4 acres; 20,000 sf	<a href="http://www.ci.chi.il.us/Environment/GreenTech/">www.ci.chi.il.us/Environment/GreenTech/</a>	312-746-9777	Elise Zelechowski, Director of the Resource Center
Earth Advantage National Center	\$8MM	unknown	44	Approx. 70	40,000 sf	<a href="http://www.earthadvantage.com">www.earthadvantage.com</a>	503-603-1699	Earl Curtis
Green Building Alliance (GBA) Resource Center	Approx. \$600,000	\$350-400,000	Six	Four	11,500 sf (four tenants in that space)	<a href="http://www.gbapgh.org/">www.gbapgh.org/</a>	412-431-4465	Gary Goodson, Deputy Director; garyg@gbapgh.org
Pacific Energy Center	\$4MM	about the same	Approx. 20 FTE's	About the same	33,000 sf	<a href="http://www.pge.com/003_save_energ/003c_edu_train/pec/003c1_pac_energ.shtml">http://www.pge.com/003_save_energ/003c_edu_train/pec/003c1_pac_energ.shtml</a>	415-973-8576	Jim Chace
The Green Roundtable	\$350,000 (estimated for post-startup)	n/a	Planning for 8, plus interns	Startup in process	5,000 sf	<a href="http://www.greenroundtable.org">www.greenroundtable.org</a>	617-374-3740	Barbara Batshalom

**APPENDIX D: FOCUS GROUP PARTICIPANTS**

**User Focus Group – December 10<sup>th</sup>, 2003**

Gary Pedersen	City of Tacoma
Paul Breckenridge	Enterprise Social Investment Corporation
Dick Bratton	Omicron
Mary Johnston	Johnston Architects
Todd Peterson	Mortenson
Layne Alfonso	GeoEngineers
Dave Cook	GeoEngineers
Ann Schuessler	RAFN
Jeff Graves	Formerly with Vulcan
Francis Wall	Huitt-Zollars
Barbara Johnston	Design Resource Institute

**Partner Focus Group – December 16<sup>th</sup>, 2003**

Tom Johnson	Design Resource Institute
Peter Hurley	Transportation Choices
Rick Krochalis	Sustainable Seattle, Federal Transit Administration
Stan Price	NW Energy Efficiency Council
Cathy Buller	PNW Pollution Prevention Resource
Brandie Smith	Washington Toxics Coalition
Shaun Bennett	University of Washington
Robin Rogers,	Master Builders Association – BuiltGreen
Milenko Matanovic	Pomegranate Center
Sandra Mallory	Environmental Works
Karen Price	Resource Venture/Northwest EcoBuilding Guild

## Appendix E: Business Case I Startup Budget

<b>"Seed" - Case #1</b>				
# of Tenants	5			
# of Staff (FTE's)	3			
Size of Facility (Square Feet)	2500			
	Qty	Unit Cost	Projected Costs	Subtotal
<b>Operations</b>				
Fundraising			\$ 50,000	
Marketing (website, materials, launch event)			\$ 25,000	
Salaries before launch	4 mos.		\$ 68,750	
Working capital	3 mos.		\$ 103,188	
Legal			\$ 10,000	
<b>Total Soft Costs</b>				<b>\$ 256,938</b>
<b>Soft Costs</b>				
Property Search			\$ 7,500	
Architect & Engineering			\$ 13,200	
Permits			\$ 5,000	
Legal			\$ 15,000	
Project Management			\$ 13,200	
Soft Cost Contingency	10%		\$ 5,390	
<b>Total Soft Costs</b>				<b>\$ 59,290</b>
<b>Tenant Improvement Costs</b>				
Baseline (2500 s.f.)	2500	\$ 10	\$ 25,000	
Sustainable TI Solutions	2500	\$ 20	\$ 50,000	
Initial Demonstration Projects	2500	\$ 10	\$ 25,000	
Hard Cost Contingency	10%		\$ 10,000	
<b>Subtotal: TI Costs</b>				<b>\$ 110,000</b>
<b>Furniture, Fixtures &amp; Equipment</b>				
Folding Tables & Chairs	6	\$ 150	\$ 900	
Folding Chairs	50	\$ 50	\$ 2,500	
Computer Carrels 5 x 3	5	\$ 150	\$ 750	
Swivel Chairs	8	\$ 125	\$ 1,000	
Desk	10	\$ 250	\$ 2,500	
Cabinet, locking	10	\$ 125	\$ 1,250	
Files, four drawer	5	\$ 150	\$ 750	
White Board	4	\$ 75	\$ 300	
Shelving, wall mounted, adj	20	\$ 25	\$ 500	
Bookshelf-Tall, Library	20	\$ 120	\$ 2,400	
Bookshelf-Short	6	\$ 80	\$ 480	
Conference Table 20 x 4	1	\$ 1,200	\$ 1,200	
Chairs, meeting	12	\$ 125	\$ 1,500	
Sofa	1	\$ 800	\$ 800	
Entry Chairs	2	\$ 300	\$ 600	
Coffee Table	1	\$ 250	\$ 250	
TV/VCR mobile cart	1	\$ 75	\$ 75	
Easel	2	\$ 50	\$ 100	
Lighting-Table Lamp	4	\$ 35	\$ 140	
Lighting-Floor Lamp	4	\$ 75	\$ 300	
Lighting-Adj Arm Lamp	10	\$ 35	\$ 350	
Computers & Network Install	8	\$ 5,000	\$ 40,000	
Fax	1	\$ 500	\$ 500	
Copier	1	\$ 2,500	\$ 2,500	
Phone System	16	\$ 250	\$ 4,000	
Misc.. Office Supplies			\$ 500	
FF&E Contingency	10.0%		\$ 6,615	
<b>Subtotal: Furn &amp; Equip</b>				<b>\$ 72,760</b>
<b>Sales Tax</b>				<b>\$ 16,083</b>
<b>Total Project Costs</b>				<b>\$ 515,070</b>

## Appendix E: Business Case I Financial Model

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>REVENUE</b>					
<b>EARNED INCOME</b>					
Tenant Overhead Fees	30,000	30,000	30,000	33,000	33,000
Membership	15,000	30,000	45,000	61,875	68,063
Small Event & Workshop Fees	10,500	10,500	12,600	14,490	18,113
Large Event & Education Fees	30,000	30,000	30,000	34,500	34,500
<b>CONTRIBUTED INCOME</b>					
Partner Program Contributions	250,000	250,000	275,000	275,000	275,000
Corporate Contributions	40,000	48,000	50,400	52,920	55,566
Individual Contributions & Grants	40,000	42,000	44,100	52,920	55,566
<b>TOTAL REVENUE</b>	<b>\$ 415,500</b>	<b>\$ 440,500</b>	<b>\$ 487,100</b>	<b>\$ 524,705</b>	<b>\$ 539,807</b>
% change		6%	11%	8%	3%
<b>EXPENSES</b>					
Salaries & Benefits	206,250	216,563	227,391	238,760	250,698
Occupancy	75,000	75,450	75,914	76,391	76,883
Programmatic	50,000	60,000	72,000	75,600	79,380
General & Administrative (G&A)	10,000	11,000	12,100	12,705	13,340
Events	1,500	1,545	1,910	1,967	2,532
Fundraising	20,000	22,500	18,900	21,168	22,226
Marketing	50,000	51,500	53,045	54,636	56,275
<b>TOTAL EXPENSES</b>	<b>412,750</b>	<b>438,558</b>	<b>461,259</b>	<b>481,228</b>	<b>501,336</b>
% change		6%	5%	4%	4%
<b>TOTAL</b>	<b>2,750</b>	<b>1,942</b>	<b>25,841</b>	<b>43,477</b>	<b>38,471</b>
% change		-29%	1230%	68%	-12%



## Appendix E: Business Case I Financial Assumptions

Year 1	Year 2	Year 3	Year 4	Year 5
--------	--------	--------	--------	--------

### REVENUE

#### EARNED INCOME:

Tenant Overhead Fees		Year 1	Year 2	Year 3	Year 4	Year 5
Number of tenants		5	5	5	5	5
<i>Growth rate:</i>			0%	0%	10%	0%
Monthly overhead fee per tenant	\$	500	500	500	550	550
<b>Total Tenant Overhead Fees</b>	\$	30,000	30,000	30,000	33,000	33,000

Membership		Year 1	Year 2	Year 3	Year 4	Year 5
<i>Growth rate</i>			100%	50%	25%	10%
Number of members		100	200	300	375	413
<i>Growth rate</i>			0%	0%	10%	0%
Annual membership fees	\$	150	150	150	165	165
<b>Total Membership</b>	\$	15,000	30,000	45,000	61,875	68,063

Small Event & Workshop Fees		Year 1	Year 2	Year 3	Year 4	Year 5
Number of events (includes member-only and mixed)		10	10	12	12	15
<i>Growth rate</i>			0%	0%	15%	0%
Average fee per event	\$	30	30	30	35	35
Average participants per event		35	35	35	35	35
<b>Total Small Event &amp; Workshop Fees</b>	\$	10,500	10,500	12,600	14,490	18,113

Large Event & Education Fees		Year 1	Year 2	Year 3	Year 4	Year 5
Number of events (includes member-only and mixed)		2	2	2	2	2
<i>Growth rate</i>			0%	0%	15%	0%
Average fee per event	\$	100	100	100	115	115
<i>Growth rate</i>			0%	0%	0%	0%
Average participants per event		150	150	150	150	150
<b>Total Large Event &amp; Education Fees</b>	\$	30,000	30,000	30,000	34,500	34,500

#### CONTRIBUTED INCOME:

Partner Program Contributions		Year 1	Year 2	Year 3	Year 4	Year 5
Number of partners		15	15	15	15	15
<i>Growth rate</i>			0%	10%	0%	0%
Average annual program funds per tenant	\$	16,667	16,667	18,333	18,333	18,333
<b>Total Partner Program Contributions</b>	\$	250,000	250,000	275,000	275,000	275,000

Corporate Contributions		Year 1	Year 2	Year 3	Year 4	Year 5
<i>Growth rate</i>			20%	5%	5%	5%
Initial Estimate	\$	40,000	48,000	50,400	52,920	55,566
<b>Total Corporate Contributions</b>		40,000	48,000	50,400	52,920	55,566

Individual Contributions & Grants		Year 1	Year 2	Year 3	Year 4	Year 5
<i>Growth rate</i>			5%	5%	20%	5%
Individual contributions - initial estimate	\$	20,000	21,000	22,050	26,460	27,783
Grants - initial estimate	\$	20,000	21,000	22,050	26,460	27,783
<b>Total Individual Contributions &amp; Grants</b>		40,000	42,000	44,100	52,920	55,566

## Appendix E: Business Case I Financial Assumptions

### EXPENSES

	Year 1	Year 2	Year 3	Year 4	Year 5
--	--------	--------	--------	--------	--------

#### Salaries & Benefits

Growth rate		5%	5%	5%	5%
Average personnel burden rate (for payroll taxes & benefits)	25%	25%	25%	25%	25%
Executive Director salary	\$ 75,000	78,750	82,688	86,822	91,163
Resource Consultant salary	\$ 50,000	52,500	55,125	57,881	60,775
Administration & Outreach Coordinator salary	\$ 40,000	42,000	44,100	46,305	48,620
Total payroll taxes & benefits	\$ 41,250	\$ 43,313	\$ 45,478	\$ 47,752	\$ 50,140
<b>Total Salaries &amp; Benefits</b>	<b>\$ 206,250</b>	<b>\$ 216,563</b>	<b>\$ 227,391</b>	<b>\$ 238,760</b>	<b>\$ 250,698</b>

#### Occupancy

<b>LEASE:</b>					
Total square footage	2,500	2,500	2,500	2,500	2,500
Price per square foot	\$ 24.00	24.00	24.00	24.00	24.00
<b>OPERATIONS:</b>					
Growth rate		3%	3%	3%	3%
Cost per square foot	\$ 6.00	6.18	6.37	6.56	6.75
<b>Total Occupancy</b>	<b>\$ 75,000</b>	<b>\$ 75,450</b>	<b>\$ 75,914</b>	<b>\$ 76,391</b>	<b>\$ 76,883</b>

#### Programmatic

Growth rate		20%	20%	5%	5%
<b>Total Programmatic</b>	<b>50,000</b>	60,000	72,000	75,600	79,380

#### General & Administrative (G&A)

Growth rate		10%	10%	5%	5%
<b>Total G&amp;A</b>	<b>\$ 10,000</b>	\$ 11,000	\$ 12,100	\$ 12,705	\$ 13,340

#### Events

Growth rate		3%	3%	3%	3%
Total number of events	10	10	12	12	15
Average cost per event (assumes no additional cost for space)	150	155	159	164	169
<b>Total Events</b>	<b>\$ 1,500</b>	<b>\$ 1,545</b>	<b>\$ 1,910</b>	<b>\$ 1,967</b>	<b>\$ 2,532</b>

#### Fundraising

Estimated total funds raised	80,000	90,000	94,500	105,840	111,132
Expenses as % of total funds raised	25%	25%	20%	20%	20%
<b>Total Fundraising</b>	<b>\$ 20,000</b>	<b>\$ 22,500</b>	<b>\$ 18,900</b>	<b>\$ 21,168</b>	<b>\$ 22,226</b>

#### Marketing

Growth rate		3%	3%	3%	3%
<b>Total Marketing - initial estimate</b>	<b>50,000</b>	51,500	53,045	54,636	56,275

## Appendix F: Business Case II Startup Budget

<b>ASSUMPTIONS</b>			
<b>"Sapling" - Case #2</b>			
<b>Location within Facility</b>	<b>Building Blocks Offered</b>	<b>Approx. Size (s.f.)</b>	<b>Percentage of Area</b>
Library	Information Center	2,500	10%
SDC Office	Industry Alliance	2,500	10%
Exhibition Space	Tenant Space		
	Education	10,000	40%
	Community Center		
Non-profit Suites	Tenant Space	7,500	30%
	Retail	2,500	10%
Size of Facility (Square Feet)		25,000	<b>100%</b>
# of Tenants (incl. founding agencies)		10.0	
# of Staff (FTE)		6.0	
<b>Total Project Size</b>		<b>25,000</b>	
Approximate Cost Per S.F. (T.I., Shell, & Core)		\$225	per s.f.
<b>Total Approximate Project Cost <sup>(1)</sup></b>		<b>\$5,625,000</b>	
<b>SDC DEVELOPMENT BUDGET</b>			
<b>"Sapling" - Case #2</b>			
	<b>Qty</b>	<b>Unit Cost</b>	<b>Projected Costs</b>
<b>Operations</b>			
Fundraising			60,000
Marketing (website, materials, launch event)			25,000
Salaries before launch	4 mos.		127,083
Working Capital	3 mos.		240,750
Legal			10,000
<b>Total Operations</b>			<b>\$ 462,833</b>
<b>Soft Costs</b>			
Property Search			\$ 15,000
Architect & Engineering	9%	of hard cost	\$ 136,125
Permits			\$ 37,813
Legal			\$ 25,000
Project Management	7%	of hard cost	\$ 105,875
Soft Cost Contingency	10%		\$ 31,981
<b>Total Soft Costs</b>			<b>\$ 351,794</b>
<b>Tenant Improvement Costs (or Down Payment if Purchase) <sup>(1)</sup></b>			
Baseline	25000	\$ 25	\$ 625,000
Sustainable TI Solutions	25000	\$ 20	\$ 500,000
Initial Demonstration Projects	25000	\$ 10	\$ 250,000
Hard Cost Contingency	10%		\$ 137,500
<b>Subtotal: TI Costs <sup>(2) (3)</sup></b>			<b>\$ 1,512,500</b>
<b>Furniture, Fixtures &amp; Equipment</b>			
Folding Tables	25	\$ 150	\$ 3,750
Folding Chairs	200	\$ 50	\$ 10,000
Computer Carrels 5 x 3	7	\$ 150	\$ 1,100
Swivel Chairs	12	\$ 125	\$ 1,467

## Appendix F: Business Case II Startup Budget

Desk	15	\$	250	\$	3,667
Cabinet, locking	15	\$	125	\$	1,833
Files, four drawer	7	\$	150	\$	1,100
White Board	6	\$	75	\$	440
Shelving, wall mounted, adj	29	\$	25	\$	733
Bookshelf-Tall, Library	29	\$	120	\$	3,520
Bookshelf-Short	9	\$	80	\$	704
Conference Table 20 x 4	1	\$	1,200	\$	1,760
Chairs, meeting	18	\$	125	\$	2,200
Sofa	1	\$	800	\$	1,173
Entry Chairs	3	\$	300	\$	880
Coffee Table	1	\$	250	\$	367
TV/VCR mobile cart	1	\$	75	\$	110
Easel	3	\$	50	\$	147
Lighting-Table Lamp	6	\$	35	\$	205
Lighting-Floor Lamp	6	\$	75	\$	440
Lighting-Adj Arm Lamp	15	\$	35	\$	513
Computers & Network Install	12	\$	5,000	\$	58,667
Fax	1	\$	500	\$	733
Copier	1	\$	2,500	\$	3,667
Phone System	23	\$	250	\$	5,867
Misc.. Office Supplies				\$	500
FF&E Contingency	10.0%			\$	10,554
<b>Subtotal: Furn &amp; Equip</b>					<b>\$ 116,097</b>
<b>Sales Tax</b>					<b>8.8%</b>
					<b>\$ 143,317</b>
<b>Total Project Costs</b>					<b>\$ 2,586,541</b>

### NOTES

<sup>(1)</sup> Assumes shell space delivered by private development partner

<sup>(2)</sup> Assumes additional monthly payments of debt service or lease payment (See Operating Budget)

<sup>(3)</sup> Assumes monthly utilities borne by SDC to capture sustainability investment savings (See Operating Budget)

## Appendix F: Business Case II Financial Model

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>REVENUE</b>					
<b>EARNED INCOME</b>					
Non-Profit Tenant Leases	285,000	285,000	285,000	313,500	313,500
Retail Leases	87,500	87,500	87,500	96,250	96,250
Community Rentals	60,000	60,000	60,000	66,000	66,000
Membership	15,000	30,000	45,000	74,250	92,813
Small Event & Workshop Fees	21,000	21,000	21,000	24,150	24,150
Large Event & Education Fees	60,000	60,000	60,000	69,000	69,000
<b>CONTRIBUTED INCOME</b>					
Partner Program Contributions	300,000	300,000	360,000	360,000	360,000
Corporate Contributions	75,000	90,000	94,500	99,225	104,186
Individual Contributions & Grants	100,000	105,000	110,250	132,300	138,915
<b>TOTAL REVENUE</b>	<b>\$ 1,003,500</b>	<b>\$ 1,038,500</b>	<b>\$ 1,123,250</b>	<b>\$ 1,234,675</b>	<b>\$ 1,264,814</b>
% change		3%	8%	10%	2%
<b>EXPENSES</b>					
Salaries & Benefits	381,250	400,313	501,375	526,444	552,766
Occupancy	390,000	392,340	394,750	397,233	399,790
Programmatic	50,000	60,000	66,000	92,400	101,640
General & Administrative (G&A)	20,000	22,000	24,200	25,410	26,681
Events	3,000	3,090	3,183	3,278	3,377
Fundraising	43,750	48,750	40,950	46,305	48,620
Marketing	75,000	77,250	79,568	81,955	84,413
<b>TOTAL EXPENSES</b>	<b>963,000</b>	<b>1,003,743</b>	<b>1,110,026</b>	<b>1,173,024</b>	<b>1,217,286</b>
% change		4%	11%	6%	4%
<b>TOTAL</b>	<b>40,500</b>	<b>34,757</b>	<b>13,224</b>	<b>61,651</b>	<b>47,527</b>
% change		-14%	-62%	366%	-23%

## Appendix F: Business Case II Financial Assumptions

Year 1	Year 2	Year 3	Year 4	Year 5
--------	--------	--------	--------	--------

### REVENUE

#### EARNED INCOME:

Non-Profit Tenant Leases		0%	0%	10%	0%
Growth rate:		0%	0%	10%	0%
Lease rate (full service)	\$ 30.00	30	30	33	33
Rentable square footage	9,500	9,500	9,500	9,500	9,500
<b>Total Tenant Overhead Fees</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 313,500</b>	<b>\$ 313,500</b>

Retail Leases		0%	0%	10%	0%
Growth rate:		0%	0%	10%	0%
Lease rate (full service)	\$ 35.00	35	35	39	39
Rentable square footage	2,500	2,500	2,500	2,500	2,500
<b>Total Tenant Overhead Fees</b>	<b>\$ 87,500</b>	<b>\$ 87,500</b>	<b>\$ 87,500</b>	<b>\$ 96,250</b>	<b>\$ 96,250</b>

Community Rentals		0%	0%	10%	0%
Growth rate:		0%	0%	10%	0%
Lease rate per event	\$ 2,500	2,500	2,500	2,750	2,750
Annual rental events	24	24	24	24	24
<b>Total Tenant Overhead Fees</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 66,000</b>	<b>\$ 66,000</b>

Membership		100%	50%	50%	25%
Growth rate		100%	50%	50%	25%
Number of members	100	200	300	450	563
Growth rate		0%	0%	10%	0%
Annual membership fees	\$ 150	150	150	165	165
<b>Total Membership</b>	<b>\$ 15,000</b>	<b>\$ 30,000</b>	<b>\$ 45,000</b>	<b>\$ 74,250</b>	<b>\$ 92,813</b>

Small Event & Workshop Fees					
Number of events (includes member-only and mixed)	20	20	20	20	20
Growth rate		0%	0%	15%	0%
Average fee per event	\$ 30	30	30	35	35
Average participants per event	35	35	35	35	35
<b>Total Small Event &amp; Workshop Fees</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 24,150</b>	<b>\$ 24,150</b>

Large Event & Education Fees					
Number of events (includes member-only and mixed)	2	2	2	2	2
Growth rate		0%	0%	15%	0%
Average fee per event	\$ 100	100	100	115	115
Growth rate		0%	0%	0%	0%
Average participants per event	300	300	300	300	300
<b>Total Large Event &amp; Education Fees</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 69,000</b>	<b>\$ 69,000</b>

#### CONTRIBUTED INCOME:

Partner Program Contributions					
Number of partners	15	15	15	15	15
Growth rate		0%	20%	0%	0%
Average annual program funds per tenant	\$ 20,000	20,000	24,000	24,000	24,000
<b>Total Partner Program Contributions</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>

Corporate Contributions		20%	5%	5%	5%
Initial Estimate	\$ 75,000	90,000	94,500	99,225	104,186
<b>Total Corporate Contributions</b>	<b>75,000</b>	<b>90,000</b>	<b>94,500</b>	<b>99,225</b>	<b>104,186</b>

## Appendix F: Business Case II Financial Assumptions

		Year 1	Year 2	Year 3	Year 4	Year 5
Individual Contributions & Grants	<i>Growth rate</i>		5%	5%	20%	5%
	Individual contributions - initial estimate	\$ 50,000	52,500	55,125	66,150	69,458
	Grants - initial estimate	\$ 50,000	\$ 52,500	\$ 55,125	\$ 66,150	\$ 69,458
	<b>Total Individual Contributions &amp; Grants</b>	100,000	105,000	110,250	132,300	138,915

## Appendix F: Business Case II Financial Assumptions

	Year 1	Year 2	Year 3	Year 4	Year 5
--	--------	--------	--------	--------	--------

### EXPENSES

Salaries & Benefits					
Growth rate		5%	5%	5%	5%
Average personnel burden rate (for payroll taxes & benefits)	25%	25%	25%	25%	25%
Executive Director salary	\$ 75,000	78,750	82,688	86,822	91,163
Project Consultant	\$ 65,000	68,250	136,500	143,325	150,491
Resource Consultant	\$ 50,000	52,500	55,125	57,881	60,775
Development & Marketing	\$ 50,000	52,500	55,125	57,881	60,775
Facility & Exhibit Manager (1/2 time)	\$ 25,000	26,250	27,563	28,941	30,388
Administration & Outreach Coordinator salary	\$ 40,000	42,000	44,100	46,305	48,620
Total payroll taxes & benefits	\$ 76,250	\$ 80,063	\$ 100,275	\$ 105,289	\$ 110,553
<b>Total Salaries &amp; Benefits</b>	<b>\$ 381,250</b>	<b>\$ 400,313</b>	<b>\$ 501,375</b>	<b>\$ 526,444</b>	<b>\$ 552,766</b>

Occupancy					
<b>LEASE:</b>					
Total square footage	13,000	13,000	13,000	13,000	13,000
Price per square foot	\$ 24.00	24.00	24.00	24.00	24.00
<b>OPERATIONS:</b>					
Growth rate		3%	3%	3%	3%
Cost per square foot	\$ 6.00	6.18	6.37	6.56	6.75
<b>Total Occupancy</b>	<b>\$ 390,000</b>	<b>\$ 392,340</b>	<b>\$ 394,750</b>	<b>\$ 397,233</b>	<b>\$ 399,790</b>

Programmatic					
Growth rate		20%	10%	40%	10%
<b>Total Programmatic</b>	<b>50,000</b>	<b>60,000</b>	<b>66,000</b>	<b>92,400</b>	<b>101,640</b>

General & Administrative (G&A)					
Growth rate		10%	10%	5%	5%
<b>Total G&amp;A</b>	<b>\$ 20,000</b>	<b>\$ 22,000</b>	<b>\$ 24,200</b>	<b>\$ 25,410</b>	<b>\$ 26,681</b>

Events					
Growth rate		3%	3%	3%	3%
Total number of events	20	20	20	20	20
Average cost per event (assumes no additional cost for space)	150	155	159	164	169
<b>Total Events</b>	<b>\$ 3,000</b>	<b>\$ 3,090</b>	<b>\$ 3,183</b>	<b>\$ 3,278</b>	<b>\$ 3,377</b>

Fundraising					
Estimated total funds raised	175,000	195,000	204,750	231,525	243,101
Expenses as % of total funds raised	25%	25%	20%	20%	20%
<b>Total Fundraising</b>	<b>\$ 43,750</b>	<b>\$ 48,750</b>	<b>\$ 40,950</b>	<b>\$ 46,305</b>	<b>\$ 48,620</b>

Marketing					
Growth rate		3%	3%	3%	3%
<b>Total Marketing - initial estimate</b>	<b>75,000</b>	<b>77,250</b>	<b>79,568</b>	<b>81,955</b>	<b>84,413</b>



## Appendix G: Key 2004 Milestones

Q1 (by March 31)	Q2 (April - June)	Q3 (July - Sept)	Q4 (Oct - Dec)
------------------	-------------------	------------------	----------------

### Project Management

Appoint project management/interim director (for merger OR startup).			

### Operations & Governance

<b>IF MERGER:</b>	Identify interested non-profits	Finalize go/no-go decision for merger.	Begin merger process.	End merger process.
			Identify appropriate board composition. Begin board development.	Finalize board.
<b>IF STARTUP:</b>	File for non-profit status; develop board; secure startup funding; hire Executive Director.			

### Partnerships/Public Support

Begin conversations with potential Founders (for both financial and in-kind support)	Identify feasible levels of involvement for each potential Founder	Pursue Partner and Resource participation.	
Request support from Mayor, County Executive, and City & County Councils			
Secure management support for public budget requests.		Submit and negotiate budget requests.	
	Identify potential Tenants	Begin Tenant cultivation, as appropriate.	

### Location

Initiate Feasibility Study for locations (top priority King Street Station).	Finalize Feasibility Study Process search, as appropriate based on operational model (merger or startup). Identify development financing and project leadership.	Initiate design, development and financing.	
--	--	---	--

### Fundraising

Begin fundraising case statement	Finalize fundraising plan	Conduct Fundraising Feasibility Study.	Initiate Capital Campaign
----------------------------------	---------------------------	--	---------------------------

### Operations

Implement elements of the Center building blocks via LDL pilot - workshops, networkings events, etc.
--