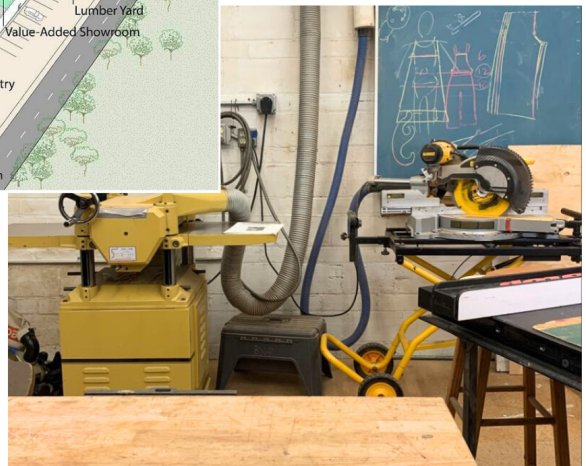
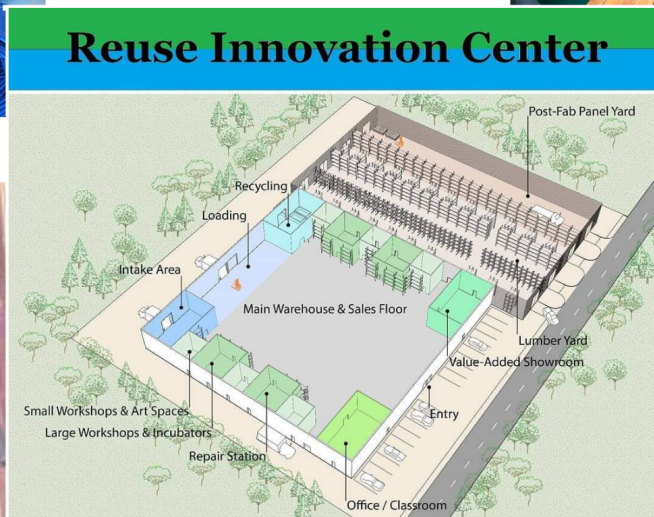


# Ulster County ReUse Innovation Center Strategic Plan and Feasibility Study Site Selection Considerations

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Contract # 2022-0000490  
Updated August 20, 2023



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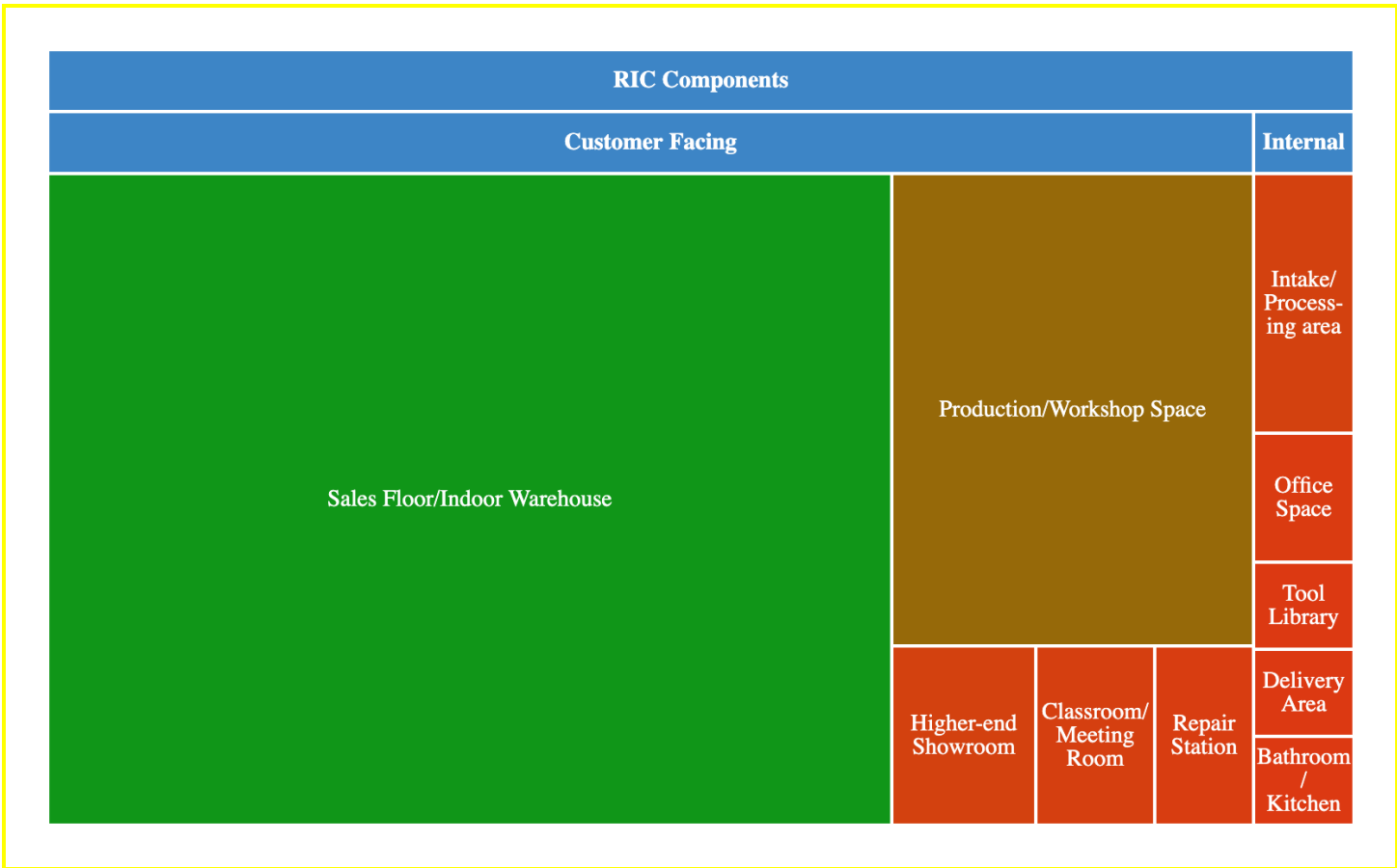
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## Introduction

The Conceptual Plan for an Ulster Reuse Innovation Center identifies a cluster of primary types of reuse-based enterprises and supporting activities to be developed as an ecosystem, ideally in a single facility. These include:

- Building deconstruction enterprise
- Storage and sales space including extensive indoor “Reuse Warehouse” and supplemental outdoor storage (much of it customer-facing)
- High quality showroom and public-facing indoor space that displays higher-end value-added products made by RIC members and others
- Production space for value-added crafts and light industry to produce remanufactured products and for artists that use reclaimed materials in their work
- Training operation with classrooms and equipment
- Repair station
- Tool lending library
- Resource center to identify affordable installation services, government programs etc (small customer-facing area which could be near the training, showroom and reception areas)
- Recycling operation which can start small and expand, but should be planned for as a sizeable area
- Delivery point such as loading dock, and adequate secure parking for large trucks and trailers.

Strategically, the first operation recommended is creation of a deconstruction enterprise and reuse center focusing on building materials and related items. This means that our siting considerations revolve around the identification - or construction if necessary - of a large commercial or industrial building, in an appropriate location, with the basic required features. This initial site may be further subdivided, or expanded upon, in later stages of the project.



**Site selection criteria and rationales**

Three types of criteria are explored here with regard to the site for the Ulster Reuse Innovation Center:

1. Site features:

- Overall size of property
- Size of covered area,
- Size of heated area,
- Size of total useful area,
- Parking spaces for customers, trucks; EV charging or charger-readiness
- Infrastructure and infrastructure-readiness [racking, forklifts]
- Structural features such as ceiling height, door width, load capacities for racks, elevators, floors and docks

2. Site location:

- Zoning
- Permitting and regulatory considerations
- Proximity to County collection and transfer facilities, recycling/ transportation infrastructure, other related facilities
- Proximity to transit and economically disadvantaged communities
- Vehicle access, traffic volume, foot traffic

3. Economics

- Price overall and per SF (rent or mortgage)
- Eligibility for economic incentives (disadvantaged community, opportunity zone, alignment with other County priorities)
- Other strategic factors - rental/ lease vs ownership

Overall, to accomplish Ulster County's waste diversion goals, the RIC site should at a minimum:

- Have 50,000 SF of interior and 50,000 SF exterior space, with plentiful parking and land for expansion of operations
- Be structured with high ceilings, racking or readiness to install racking, a loading dock, sufficient access for trucks and trailers, showroom, classroom or office space or ability to create those spaces, a high ratio of useful square footage to total square footage ...
- Be located conveniently to the Ulster County Resource Recovery Agency as a primary diversion partner, to minimize transportation costs and impacts (generally within 10 miles).
- Have some accessibility for both foot and vehicle traffic.
- Be properly zoned.

In addition, to reflect Ulster County's commitment to equity, the RIC site should either be located in a Disadvantaged Community or be easily accessible to transit.

### Site Features

The RIC will be like any material handling business, in that it will be moving, storing, loading and unloading materials throughout the week. The facility will have to be set up to accommodate this, either by selecting an existing facility that meets baseline criteria, or by constructing a customized facility - an investment and an important strategic choice .

The RIC will have to be flexible and creative given the constraints of an existing facility, but we must account for issues including ceiling height, facility door width, load capacities for racks, elevators, floors, and docks. Many light industrial buildings are already set up to allow forklifts to transport materials through them. Most buildings can be adapted for these uses, providing they are structurally in good shape.

Requirements:

Outside space 50-100,000 square feet

Showroom entrance minimum: 9-12 feet wide

Warehouse door: 12 to 20 feet wide

Forklift load capacity: 5000 to 8000 lbs

Vehicle access is also critical, especially for larger vehicles that often are pulling trailers. A substantial parking lot, with space for extended truck parking and potentially electric truck charging, should be a priority. A separate entrance and exit **for unloading materials** are helpful to allow for better flow in and out of the facility.

If funding allows, a large sized facility, allowing for significant storage, is recommended at the outset.

**Fifty-thousand square feet indoors and the same amount outdoors would be consistent with Ulster County's waste diversion vision.** The storage requirements for a Reuse Innovation Center are demanding because

inventory is less standardized and does not move as quickly as new materials do in a more conventional retail space. Within the limits of affordability, bigger is better. Size considerations include:

- Size of existing building;
- Size of heated space;
- Size of property (for parking/ delivery space, outdoor display/ storage area and for future expansion).

In considering the cost of a potential facility, cost per square foot is a typical consideration. Heated space is necessary for most processing activities, retail, training, and other customer interactions, as well as to store certain materials including finish-grade wood. But with the use of outdoor space for storage and display of many items, the cost of all usable space should be considered; this will be a lower figure as it takes outdoor square footage into account.

### **Site Location**

**Zoning:** The commercial and light industrial activities that take place in a Reuse Innovation Center, and the delivery and customer traffic associated with it, make the RIC a good fit for properties and sites that are zoned industrial or light industrial. The map below shows where these zones are located in Kingston; they can also be found throughout the County.



in keeping with our mission. As the RIC does not intend to deal with sales of land, radioactive material, pesticides, herbicides, or other hazardous materials, these would not require an environmental review.

**Neighborhood impacts - positive and negative:** Delivery traffic is less of a concern in an industrial area than a residential area. There tends to be more patronage on Saturdays in existing RICs. That being said, popularity of the program is a measure of success. Moderate to heavy traffic should be planned for by the choice of location. Some of the operations of the RIC could generate noise. This impact can be managed by choosing a location in an industrialized area zoned for this purpose, or by prioritizing businesses that are low-noise (which could be done and still include most reuse businesses).

**Proximity to main transfer station:** Wherever it is located, the Reuse Innovation Center will be in a symbiotic relationship with the main transfer station at the Ulster County Resource Recovery Agency, as well as with the widely distributed local transfer stations. Choosing a location that is convenient to the main transfer station will minimize transportation costs and truck traffic impacts. For discussion purposes, "convenient" locations are geographically close (no more than 10 miles from UCRRA's main facility) and accessible using only major commercial roads.

**Equity considerations in siting: proximity to transit and disadvantaged communities.** Community access to the Reuse Innovation Center affects project economics and business success factors in a number of ways. Locations considered for the RIC should be accessible by all. This is not only to promote equity, but to keep the facility convenient for deliveries and for customers.

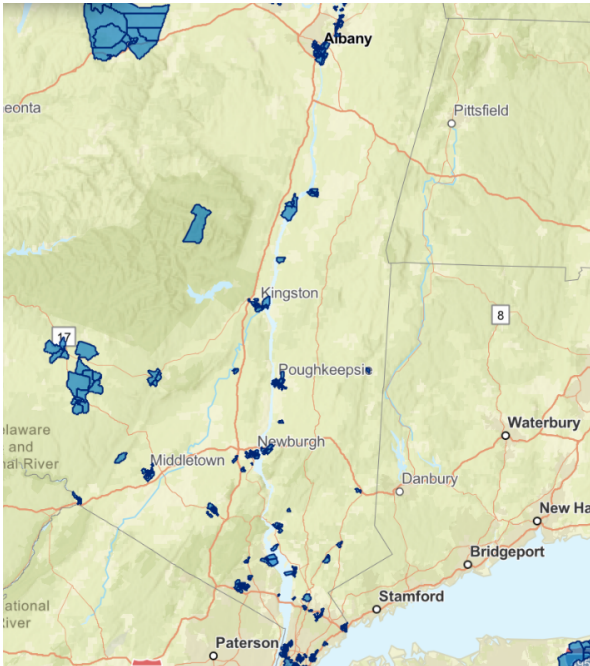
- On a bus line or close - Employees or disadvantaged community members may not have access to a car or be able to afford gas. The RIC should be located close to transit.
- Traffic volume - If the RIC is in a high-traffic area, the chance of people noticing and exploring is increased. Given the mix of products including heavy items, and potentially diverse retail offerings that might interest tourists and casual shoppers, both car and foot traffic should be possible in the chosen location.

Social equity is an important commitment on the part of Ulster County's government. RIC siting affects its contribution to job creation, workforce training and affordable products in and for disadvantaged communities. One of the great benefits of the RIC is the ability to sell affordable reclaimed materials to those who cannot afford buying new. For people living on limited incomes, sometimes a broken window or a soiled carpet or a broken appliance must just be lived with. These are situations where the RIC can help, especially if its location is convenient to lower-income residents, allowing for ease of shopping and affordable delivery of items that are too bulky to carry on transit. An accessible location may also provide affordable co-working and business incubation space.

The Building Deconstruction Institute states that deconstruction creates up to 20 times more jobs than demolition. These jobs are in the form of the deconstruction crew, truck drivers, warehouse staff, retail staff, re-manufacturing workers, and support staff. This comparison is similar for other reuse businesses. People from disadvantaged backgrounds can especially benefit from the opportunity to start a reuse business that is



part of the Reuse Innovation Center, which can also train and hire workers from disadvantaged communities. In essence, the RIC can serve as a business incubator with a special focus on priority populations and disadvantaged communities as recently defined under New York law. The County's recently announced initiative to concentrate training activities in a Center for Workforce Innovation at iPark87 will address these challenges, making iPark 87 a strong candidate for the RIC site from this perspective.



Map of Disadvantaged Communities

source: NYSERDA

## Economics

The price per square foot is generally higher for small spaces compared to larger facilities. For example, the price for a 1000 square foot space that is listed at \$1000/month is \$1/square foot. A warehouse that is 100,000 square feet is renting for \$50,000/month or only \$0.50/square foot. That savings per square foot can make a critical difference in the viability of the entire ecosystem of reuse businesses, but the total budget for such a space is likely to be far beyond the total revenue per month of most operations. For example, the Bellingham Reuse Innovation Center has purchased a 20,000 square foot facility because it is all that could be afforded. Some of that space is being rented out affordably to other members/partners. That size is not enough to accomplish the goals of Ulster County. To achieve its diversion goals, Ulster County should consider at least 50,000+ square foot covered space, much of it heated, and another 50,000+ square feet of outdoor storage space. Expansion of covered space can be done in planned phases once a property is secured. Existing heated buildings can often have lean-to roofs added around them to expand the amount of covered space the operation will require for expansion. Shipping containers may also be considered as low-cost expansion spaces if there is plenty of open area around the building.

While public funding could be a major engine for developing this initiative, input from stakeholders toward the development of a financial model is likely to uncover many avenues for cost-sharing as well. From the County's

perspective, investing public funding must be justified by public benefits. If the County invests tax dollars in a facility for the RIC, whether in building one, renovating an existing site, buying property or setting aside existing County property that could be pulling in rent or taxes that are deferred because of the RIC, or paying rent on an existing property, any of these would cost the community to a greater or lesser degree. To accomplish this project and achieve diversion and sustainability, an investment is needed. Grants are a likely source of mitigating funds.

### **Ownership considerations**

As potential sites for the Reuse Innovation Center, both privately and publicly owned properties are an option. An existing, County-owned site would provide control and potentially allow for containing the costs to participating businesses. However, it also creates an obligation for the County to continue its commitment to the RIC - which is a benefit for the stability of the endeavor but also a serious commitment for the County.

The costs of owning a property are high; it is that initial down payment combined with equipment and move-in costs that make it seem impossible for many reuse businesses to own a property. Renters have flexibility, but also vulnerability to economic conditions and landlords' changing priorities. The Bellingham RIC started by renting and was eventually able to purchase the property it occupies when the landlord retired. One primary reason for the purchase of the Bellingham RIC was the level of infrastructure that it needed. The facility holds 750,000 pounds of product and has racking and more set up for the operation. The cost of owning it is currently more than the cost of renting it (per month), but as rents are rising faster than the cost of ownership, ownership is becoming more cost-effective over time. Renting space to RIC members is helping control the total cost of ownership. Given the scale of Ulster County's waste diversion goals, a larger facility, with similar or greater infrastructure, should be planned if possible, and secured through ownership by the County or private partners, or at a minimum a long-term lease.

### **Prioritization Matrix for site comparison**

In an effort to structure a more objective consideration of these factors, a Prioritization Matrix for Site Comparison is provided. It includes:

Site Type -

L - Bare Land

GL - Gravel Lot (or paved, but no buildings)

BL - Building Lot - could be a building with no outdoor space for storage

BY = Building and Yard, facility with indoor and outdoor usable space

Building type/configuration - refers to uses appropriate for the building or sections of it

Office

Warehouse

Size

Total Property Size -

Covered Area Size -

Heated Area Size -

Total useful space - (interior and exterior, including parking and loading areas)

Parking space and flexibility – amount of parking and flexibility under local regulations

Community access -

On bus line or close -

Traffic volume

Vehicle access - ease of access for large vehicles without impacting residential neighborhoods

Proximity to Ulster County recycling infrastructure:

Price of *useful* space/month - Prices of \$0.50/square foot/month or less are favored.

### Siting Prioritization Matrix

Address or property name	Type	Proper ty size sq ft +4	Covered area size sq ft +4	Heated area size sq ftX4	Total useful sq ft sq ft X4	Parking spaces # x3	Community access H/M/L +3	On bus line or close H/M/L +3	Traffic Volume Cars/day +3 \$/sq ft +5	Price of useful space per month \$/sq ft +5	Vehicle access H/M/L +4	Building type and configuration Prop. type +5	Rent / own Rent/own +3	Close to UCRRA H/M/L +3	FINAL SCORE
<b>MULTIPLIER x</b>															
Perfect Building YYY	BY	150000	80000	60000	120000	30	H	H	12000	\$0.33sf	H	BY	Own	L	
Perfect Building YYY	BY	16	20	18	20	12	15	12	12	20	20	20	15	12	212
Very Inadequate Building ZZZ	BL	25000	5000	3000	12000	5	L	L	1000	\$1sf	L	BL	Rent	H	
Very Inadequate Building ZZZ	BL	4	4	4	4	3	3	3	3	-5	4	10	3	3	43
IPark 87 90-98 Boices Ln	BY	120000	105000	105,000	115000	100	H	H	H- nearby	1.25	H	BY	Rent	H	
IPark 87 90-98 Boices Ln	BY	14	16	16	16	12	12	12	10	-25	18	15	3	12	131
Metropolitan - Novo	BY	135000	40000	40000	80000	10	M	M	1000		H	BY	Rent	M	
Metropolitan - Novo	BY	16	16	16	16	6	9	9	6		16	20	3	9	142
Bldg 33 IBM Boices Ln	BL	50000	42000	42000	45000	4	M	H	10000	0.75	M	BL	Rent		
Bldg 33 IBM Boices Ln		12	16	16	12	6	12	9	12	10	12	10	3		
Land adjacent to UCRRA	L	150000	0	0	120000	10	L	L	4500	0	H	Add Bldg.	No rent		
Land adjacent to UCRRA		17	4	4	17	6	3	3	8	20	20	20	15		137
IPark 87 90-98 Boices Ln		not available													
IPark 87 300 Enterprise Drive		not available													
5010 US-209	BY	213444	12034	12,034	100000	12	L	L	m	m	m	BL	Own	L	
5010 US-209	BY	14	8	8	12	6	6	6	9	10	8	10	15	3	115
186 Mohonk Rd	occupied	337154		40,000											
186 Mohonk Rd															0
155 Vineyard Ave Highland, NY	BY	130680	95000	95,000	115000	20	L	L	l-m	m	M-H	BY	Own	L	
155 Vineyard Ave	BY	12	14	14	14	9	6	6	8	12	12	10	12	3	132
Kingston Business Park															0
Kingston Business Park															0
381 Vineyard Ave Highland NY	BY	344000	27000	27000	35000	15	M	M	L	\$1	M	BY	own	L	
381 Vineyard Ave Highland NY	BY	12	15	12	10	14	8	10	6	4	8	8	10	3	120
70 Boces Lane Kingston NY	BL	32000	31000	31000	31500	10	M	M	M	0.75	M	BL	Rent	H	
70 Boces Lane Kingston NY	BL	10	12	8	8	8	10	10	12	8	12	10	3	14	125
220 Sawkill Rd Kingston NY		need to consider - not developed or approved yet													
example: price per useful sq ft is referring to the total price of rent or mortgage payment per month divided by the total useful sq ft including outdoor and indoor (not parking or driveways etc) and the multiplier i															0
255 Milton Cross Road	BY	206800	9700	9700	25000	5	L	L	L	0.5	M	BY	own		
255 Milton Cross Road	BY	12	6	8	9	6	6	6	6	10	8	10	12	3	102
<b>Average score</b>															<b>50.36</b>

These rankings do not answer the question “How good is good enough?” and “How much do we want to invest in the RIC facility?” These are value judgments and political decisions to be made by County stakeholders. However, there are several strategies for defining an initial site as good enough and working with the ecosystem of business collaborators to optimize value over time.

## Currently available sites

If an existing facility is identified that needs limited adaptation for the RIC, this would avoid significant costs and environmental impacts of building from scratch. Using existing buildings is a sustainable choice that reflects the values of the RIC initiative, as long as good infrastructure of sufficient size and structural features is available. As an illustration of the options for adaptive reuse of existing buildings, below are examples of currently available commercial and light industrial properties in Ulster County as of June 2023.

IPark87 building 90-98 Boices Ln Kingston, NY 12401
70-78 Boices Lane Kingston, NY 12401
5010 US-209 Accord, NY 12404
186 Mohonk Rd High Falls, NY 12440
155 Vineyard Ave Highland, NY 12528
King's Highway Industrial Complex Route 212 & I-87 Exit 20 Saugerties, NY
Land adjacent to UCRRA
P & T Surplus, 198 Abeel Street Kingston
2 North St., Kingston, NY 12401
290 E Strand, Kingston, NY 12401
Sawkill Road Business Park 220 Sawkill Road Kingston, NY 12401
1711-1715 Route 9W Lake Katrine, NY 12447
85-101 Katrine Lane Lake Katrine, NY 12447
906 Route 28 Kingston, NY 12401
1099 Ulster Avenue Kingston, NY 12401
214 Glasco Turnpike Saugerties, NY 12477
381 Vineyard Avenue Highland, NY 12528
255 Milton Cross Road Highland, NY 12528
3327 US Route 9W Milton, NY 12528
7284-7286 NY Route 28 Shandaken, NY 12480

Of these, a subset can be defined as “convenient” within 10 miles of UCRRA’s main transfer station on Flatbush Road – e.g. with locations in Kingston, Saugerties or the Town of Ulster that connect to UCRRA along main commercial roads. These currently available locations are:

IPark87 90-98 Boices Ln Kingston, NY 12401
70-78 Boices Lane Kingston, NY 12401
King’s Highway Industrial Complex Route 212 & I-87 Exit 20 Saugerties, NY
Land adjacent to UCRRA
P & T Surplus, 198 Abeel Street Kingston
2 North St., Kingston, NY 12401
290 E Strand, Kingston, NY 12401
Sawkill Road Business Park 220 Sawkill Road Kingston, NY 12401
1711-1715 Route 9W Lake Katrine, NY 12447
85-101 Katrine Lane Lake Katrine, NY 12447
906 Route 28 Kingston, NY 12401
1099 Ulster Avenue Kingston, NY 12401
214 Glasco Turnpike Saugerties, NY 12477
255 Milton Cross Road Highland, NY 12528

In addition, several pieces of open land have been identified that have special relevance to the County’s materials management system and economic development goals.

- An approximately 120 -acre parcel of mostly forested land, located at 995 Flatbush Road, next to UCRRA’s main transfer station, is owned by the County and accessible to the main road, with potential especially for the collection and initial processing of materials captured from UCRRA. Much of this land is hilly and a stream runs through it; however, the 1 - 2 acre portion near Route 32 is relatively flat. If the County is considering creation of a Waste Recovery Park as a longer-term, complementary strategy, however, this land should be evaluated for that use before being committed to the RIC.
- The extensive complex of land and buildings at iPark 87 are currently being redeveloped by the County with private partners; the possibility of adaptive reuse of an existing building on this site, and the possibility of new construction on iPark 87 land, should be considered. If enough open land exists on this property to provide the square footage needed for a Reuse Innovation Center, benefits would include the ability to design a high-performance site specifically for the RIC, and proximity to the planned Center for Workforce Innovation.

- Kingston Business Park, a greenfield that was partially developed about 20 years ago but contains additional undeveloped land on which a custom construction project could be considered.

If a suitable site in a suitable location is not found, an alternative is construction of a new facility on an adaptively reused site - such as iPark 87 - using reclaimed or surplus materials wherever possible. In spite of the irony of considering new construction for a reuse innovation center, the scale of the project and the extensive list of criteria under consideration make it worthwhile to consider this kind of scenario. New construction would obviously need to have the lowest possible environmental footprint and the most cost-effective design for the purpose. For example, a net zero building, constructed with reclaimed materials and powered by renewable energy, could illustrate the reuse opportunities associated with the products for sale and provide a unique educational attraction.

### **Short List of Potential Sites**

We have looked at the existing building stock as examples of what is available and at what cost, knowing that availability changes; since the start of our search, several buildings of interest have sold and several others have leased out. The following is a set of comments and recommendations on existing properties.

We note several sites on the above list that rank very highly on one particular variable, but have other limitations:

- 155 Vineyard Ave Highland with over 90000 sq ft of existing buildings, but 19 miles from UCRRA
- 5010 US 209, with multiple acres for expansion, road access and parking, but only around 12,000 SF of indoor space
- 214 Glasco Turnpike is a good sized facility at the intersection of Route 32 and Glasco Turnpike, easily accessible to Kingston, Saugerties and Woodstock –but it is already off the market!

Privately owned commercial properties that are listed for current rental, may well not be available by the time that the RIC plan is finalized and political support is secured. The list of privately owned commercial properties above is illustrative of the types, range and quality on the market at any given time. This list should be refreshed and site visits conducted when the conceptual business plan has been refined and is approved by key stakeholders.

In addition, the following are examples of more enduring sites with multiple desirable or adaptable features, that are controlled by the County, local government, or patient private owners with philanthropic interests. These should be on the short list for visits and further exploration.

#### IPark87 Kingston, NY

The extensive former IBM campus includes a warehouse that is currently for rent at 90-98 Boices Ln and a larger parcel recently leased by the County as a location for its Center for Work Force Innovation. The overall campus is near UCRRA and also near the Route 9W shopping district, ideal from a location perspective. This property should be further investigated as a top priority.

### Land Adjacent to UCRRA

This 120-acre property is bare land next to the Ulster UCRRA campus with no current development on it. It is a unique property given its location, and could be a viable location for a collection and processing facility.

#### Negatives

- It has no structures, paving, leveling, roads or other necessary infrastructure
- It is tucked away from the main road
- No parking to speak of

#### Positives

- It is next to the UCRRA transfer station that would be good to work with as a diversion partner
- It has at least a couple hundred feet of transfer station access road frontage
- It is relatively flat and free of flowing water near that road
- It is passed by hundreds of sources of the waste stream each day, and could provide them a final option to divert materials away from UCRRA's materials heading to the landfill.

#### Necessary improvements

- The ground would have to be flattened and shaped, and then paved or graveled.
- Some type of structure or structures would have to be built to help collect the materials.
- A paved semi circular driveway would need to be laid to accommodate various types of vehicles, but it would be an effective way to divert materials via reuse and recycling.

### Metropolitan - Novo Foundation

This property is a gutted and partially renovated factory building/warehouse within a neighborhood close to downtown Kingston. It did meet our criteria for a viable location. NoVo anticipates that this building may be ready for re-use in roughly 1 - 2 years. Depending on the County's timeline, this could be an option for exploration as a public-private partnership.

#### Negatives

- It has limited land for outdoor storage or expansion
- It is located in a residential neighborhood with low foot traffic and concerns about noise.
- It has a railroad track on one side limiting accessibility and visibility
- No parking to speak of but some could be created

#### Positives

- It is not far from downtown Kingston, in a dense population area, and near UCRRA
- It has a large indoor space for storage of materials
- It is centrally located with lots of traffic nearby
- It is near a bus line

#### Improvements to be made

- We are not entirely sure of the property lines, but it likely has enough outdoor property space that would work reasonably well for an outdoor storage yard with some earthwork, paving, etc.

- The building is currently undergoing renovation, but this actually could be an opportunity to reconstruct it in a way that benefits the RIC. The owners' plans are not entirely public, but a maker space, cultural uses and a hybrid model have been discussed.

### Kingston Business Park

This 107 acre property is a hillside/ hilltop, partially developed industrial complex near Routes 9W and 32, with water, sewer, natural gas, electric service, stormwater management systems, extensive parking and a greenfield area that could be further developed for the RIC.

Greenfield construction on this site would be a second priority compared to adaptive reuse of an existing building but the acreage exists.

### **Summary**

Commercial rental properties exist with most or all of the desirable features we have identified; however, they come and go in terms of availability for rental or sale. There are properties owned by Ulster County, municipal and philanthropic entities that would also be quite workable for the RIC. The path toward decisions begins with a choice by Ulster County leadership: Is this something we want to own as a county program? Do we want to provide financial support to private partners through operating subsidies or co-investment? If Ulster County's commitment to high volumes of diversion and significant climate impacts can be translated into public investment to support the RIC, then there is an opportunity to design a facility that is optimized for the most desirable reuse business types and is truly state of the art.