



Reuse Pathway for Zero Waste & Economic Resilience

Project Proposal

Updated: 4/2/25



UCRRA

*RePOWER is an initiative of the Ulster
County Resource Recovery Agency*

This presentation is for distribution.



Proposal Contents

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Problem Statement

- Nearly 265,000 tons of waste generated in Ulster County in 2023
- Only 27% of that amount is currently being diverted, despite successful recycling and composting programs
- Remaining 73% is sent via tractor-trailers 240 miles each way to Seneca Meadows landfill
- Costs \$11 million and contributes 87,000 MTCO₂e in climate-warming emissions each year

What is RePOWER?



UCRRA's new **circular economy initiative** to divert reuseable goods and materials in order to reduce the amount of waste sent to landfills.



Compliments UCRRA's existing recycling and composting programs by creating a new **“reuse pathway”** for managing materials.



A **network of partnerships and physical sites** to collect, store, repair/refurbish and distribute reusable goods and materials.

Project Goals

01

Support UCRRA's goal to divert 90% of waste from landfills by 2050.

02

Create reuse, repair, and de-construction jobs.

03

Generate revenue through the sale of reclaimed materials and products.

04

Educate the public on the benefits of reuse, repair, and de-construction.

05

Extend the lifespan of materials to reduce new resource consumption.

06

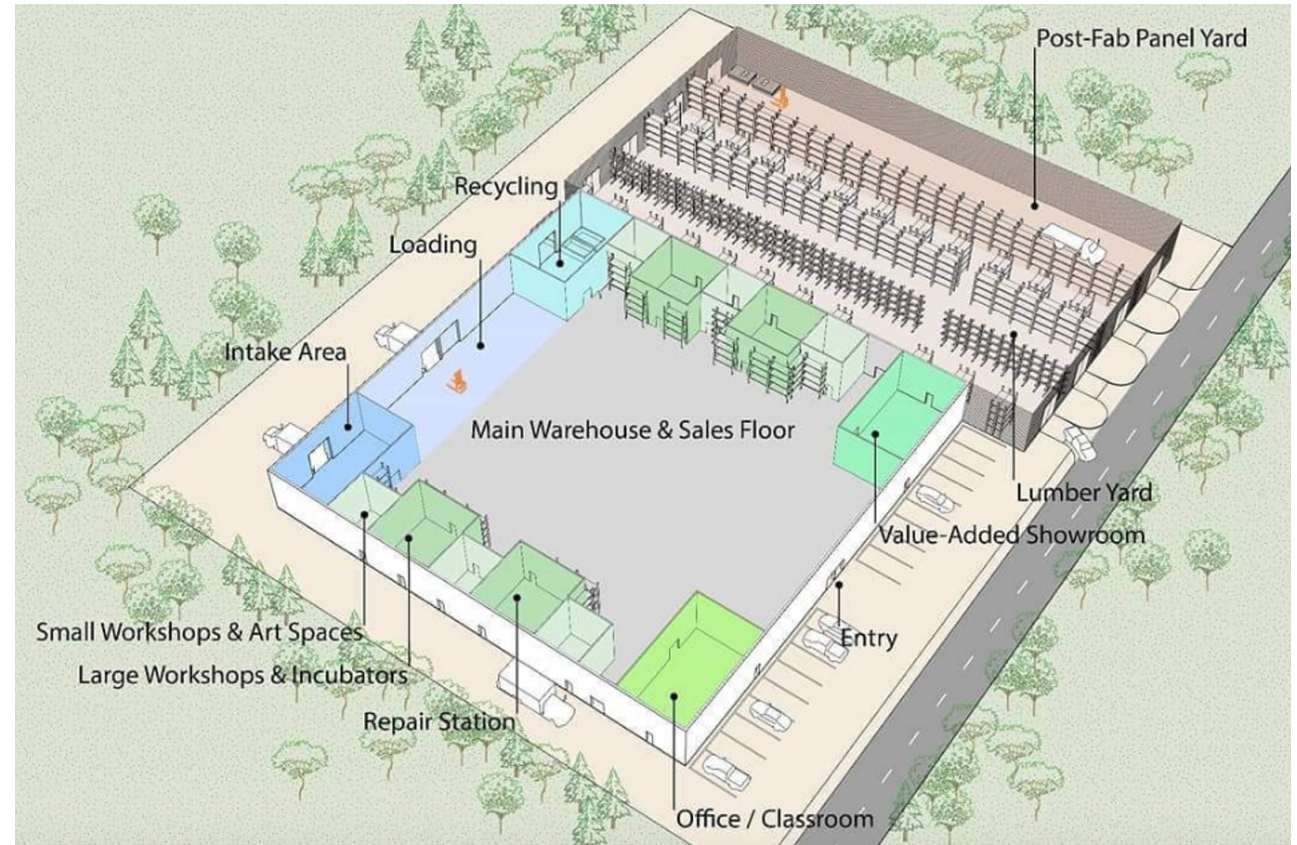
Encourage sustainable building practices to minimize construction waste.

Project Overview



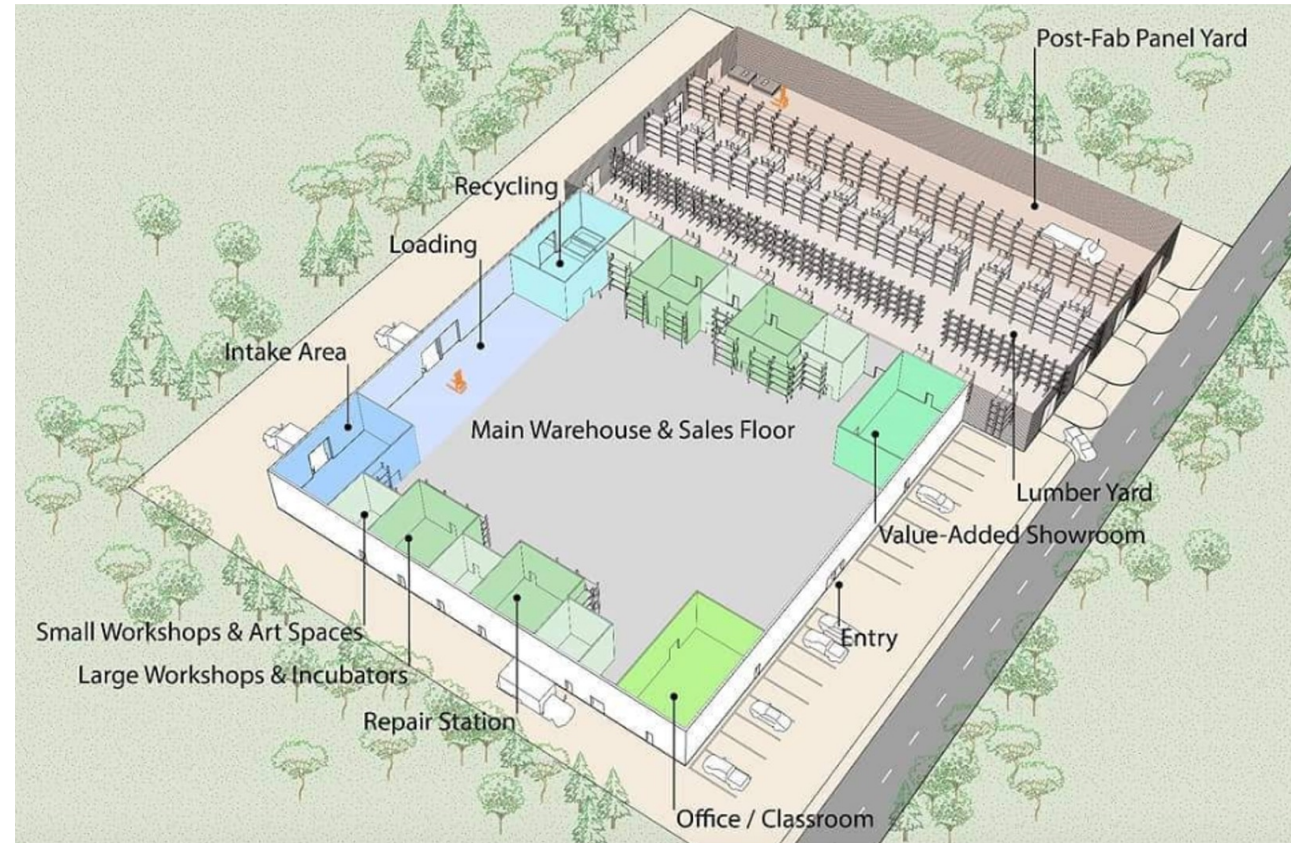
The Reuse Innovation Center (the Hub)

- **Central Collection Site**
 - Donated items from the public
 - Diverted waste from UCRRA
 - Deconstruction & salvaged materials
- **Warehousing & Inventory Management**
 - Cataloging, pricing and sorting
 - Organizing and cycling inventory
- **Processing and Market Development**
 - Cleaning, processing and repair
 - Identifying and incubating reuse, repair and remanufacturing ventures



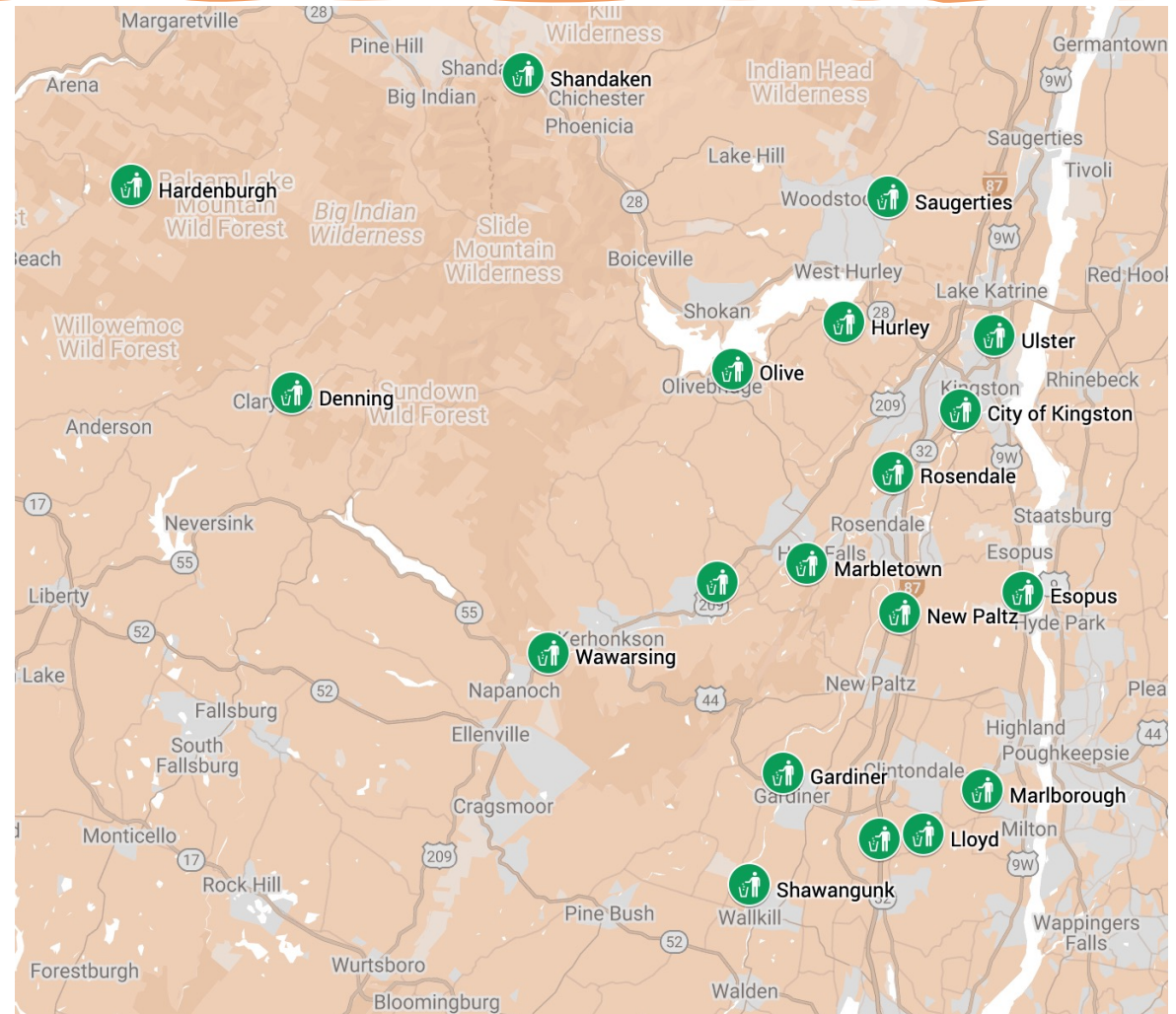
The Reuse Innovation Center (the Hub)

- **Retail (B-2-C) Sales**
 - Direct to consumer sales, focused on bulky items difficult to transport
- **Commercial (B-2-B) Sales**
 - Wholesale supplier to existing retailers and manufacturers
 - Deconstruction & salvaged building material sales to contractors
- **Education and Training**
 - Partner with trades, BOCES, SUNY Ulster to train in deconstruction
 - Access to tool library for Repair Cafés and classes



Collection & Distribution Sites (the Spokes)

- **19 Municipally Owned Sites**
 - Covering all of Ulster County
 - Known locations with existing materials management infrastructure
- **Collection & Transportation**
 - Clear procedures and training for MRDC staff on acceptable goods & materials
 - Small storage shed for collection, with weekly or bi-weekly pickup
 - Residents can take items for free until pickup
- **Distribution of Reusable Goods & Materials**
 - MRDC staff, public can request goods or materials from Hub inventory for delivery



Growing the Reuse/Repair Sector

- **A Sector-Building Convener**
 - Hosting events and supporting the development of new reuse businesses
- **A Sourcing Option for Businesses**
 - Providing custom fulfillments and bulk materials
 - Filling gaps in the current retail landscape
- **A Workforce Development Partner**
 - Helping to establish the skills and abilities to support deconstruction and repair businesses



Business Case



Cost Savings

- **Reduced Agency Costs**
 - Diversion reduces T&D cost
 - Avoided waste reduces OPEX
- **Business & Consumer Savings**
 - Cheaper alternative to new products
 - Opportunities to capture secondary market value
- **Reduce Externalized Costs**
 - Social cost of carbon, burden on DACs, economic leakage



Environmental Impact



- **Conserving Natural Resources**
 - Extending the lifespan of materials
- **Reducing Greenhouse Gas Emissions**
 - Associated with transportation and disposal
- **Promoting Sustainability Culture**
 - Encouraging responsible consumption
- **Minimizing Construction Waste**
 - Promoting sustainable building practices

Implementation Plan



Our Roadmap: The 2023 RIC Study & Plan

- **County-Led Study Established the Project Vision**

- Builds on the legacy of the late John Wackman, a pioneer in the reuse and repair movement
- Goal of “maximizing diversion opportunities and relevant community participation activities for the portion of the solid waste generated in Ulster County that is currently being landfilled.”

- **Analyzed Waste Stream to Identify Opportunities**

- Developed a prioritized list of materials currently in the waste stream with potential for reuse
- Estimated 13,000 tons of reusable materials with a value of nearly \$1,000,000 annually

- **Proposed a Reuse Innovation Center to Maximize Diversion**

- Accept donations directly, to avoid disposal, and divert from UCRRA's waste-stream
- Support creation and expansion of reuse businesses to utilize diverted goods and materials

Ulster County Reuse Innovation Center
Strategic Plan and Feasibility Study
Final Report

Prepared by Sustainable Hudson Valley and ReUse Consulting
<https://www.sustainhv.org>
<https://www.reuseconsulting.com>

County Contract # 2022-00000490
Deliverable # 6.0
Updated November 30, 2023



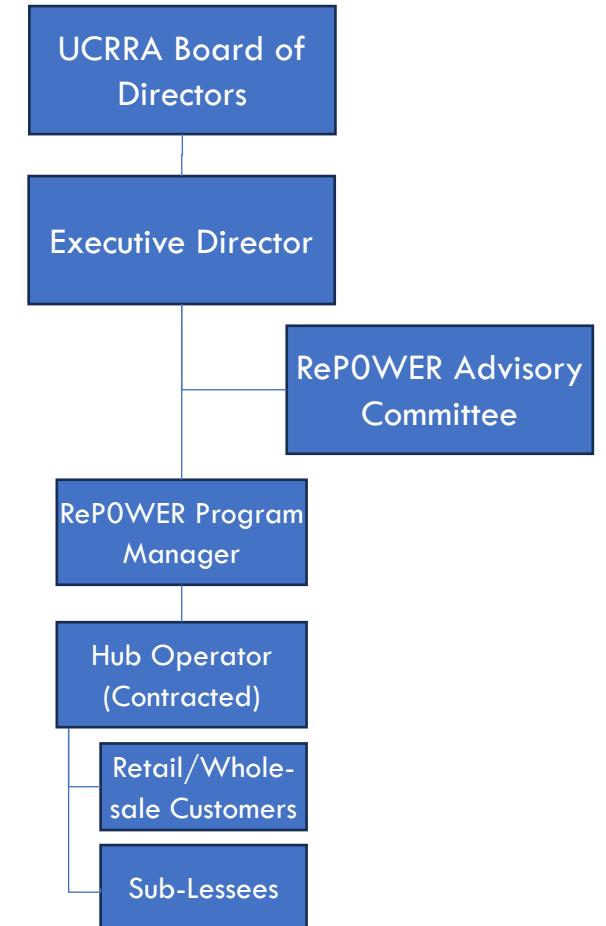
Expected Implementation Timeline

Workstream	2025		2026		2027		2028		2029		2030+
Program Planning & Design											
Fundraising & Partnerships											
Site Acquisition & Improvements											
Operator Selection & Contract											
Program Management											
Startup Phase Operations											
Steady-State Operations											
Program Evaluation											

- Program development is being spearheaded by Executive Director Marc Rider with support from staff and members of the Board of Directors.
- Program Director will be hired in late 2025 in anticipation of program launch.

Management Structure

- **UCRRA Program Manager Responsibilities**
 - Finalizing program and facility design & implementation plan
 - Overseeing construction and renovation
 - Managing the budget and timeline
 - Coordinating with contractors and stakeholders
 - Overseeing ongoing maintenance of the RIC property
- **Contracted Operator Responsibilities**
 - Managing the warehouse and material handling
 - Overseeing the reuse and repair programs
 - Operating the retail and wholesale operations
 - Delivering educational programs and outreach



Project Budget & Projections



Capital Costs

- Land Acquisition (\$4,400,000)
 - Includes closing costs (10%)
 - Requires purchase of 2nd property (cost not included) with positive NOI, 10% cap rate
- Building Renovation/Improvements (\$500,000)
 - Offices/classrooms/event space
 - Retail showroom
 - Production space fit-out tenant allowance
- Equipment (\$750,000)
 - Material handling, processing, and repair equipment
 - Examples: forklifts, scales, racking and storage, tools, machinery
- Technology (\$100,000)
 - Hardware and software, inventory management, point-of-sale systems, educational programs
- Collection site improvements (\$2,000,000)
 - \$1,000,000 for establishing collection sites at MRDCs
 - \$1,000,000 for Secondary Diversion Building



TOTAL = \$7,750,000 *(not including contingencies and working capital for startup phase)*

Projected Annual Operating Costs

- Occupancy Costs (\$724,000 per year)
 - Interest on Purchase Financing
 - Utilities & Insurance
 - Routine Maintenance
 - Misc. Contractual/Other
- Staffing (\$130,000)
 - Salary and Fringe for Project Manager
- Operator Subsidies (\$200,000)
 - Loan or Equity Investment
 - Covers Startup Operating Losses Until Operation is Profitable (by Year 5)

An Investment in Diversion

- \$10,000,000 up front investment
 - \$4,400,000 for property purchase
 - \$3,350,000 for other facility upgrades & capital equipment
 - \$1,000,000 for startup working capital (operator subsidies)
 - \$1,250,000 for contingency
- \$4,400,000 property value
 - Assuming appreciation = discount rate
- \$829,000 net agency savings over 10 years
 - NOT INCLUDING annual program income (retained by operator)
 - Assumes 32,000 tons of diverted waste over 10 years
 - Saves nearly \$4,000,000 in transportation and disposal cost
 - Avoids 737 tons of CO₂ emissions per year

Fundraising Plan

- **Agency Funds**

- All previous Agency debt has been satisfied, freeing up available cash for debt service for priority capital projects
- County contract amended in March to authorize debt up to \$10M without Legislative approval
- Working with bond counsel to develop plan and timeline for bond/BAN

- **County Support**

- Resolution scheduled for April session to authorize \$1M in support for the RePOWER project

- **Other Grants**

- Applied for EPA SWIFR grant in late 2024, but all funding is frozen and unlikely to proceed
- Seeking an additional \$4M in other grant support

NEXT STEPS

- Negotiate Purchase Terms for Flatbush Property
- Complete Due Diligence
- Secure Additional Funding Commitments
- Close on Property & Secure Permits/Entitlements
- Hire Program Manager
- Convene Reuse and Repair Businesses to Announce Program Launch
- Issue RFP and Select Operator
- Begin Startup Operations in 2026