



Katahdin Region
Former Mill Funding Strategy Workshop
February 10, 2022

Agenda

USEPA Region 1 Land Revitalization Program and Maine DECD

Support provided by Tetra Tech and Vita Nuova LLC

1:00 PM	Welcome & Introductions
1:10 PM	Overview of EPA Funding
1:15 PM	Mill Community Presentations
1:50 PM	Panel: Finance & Investment
2:30 PM	Federal Partners Discussion
3:00 PM	Federal Delegation Comments & Future Outlook
3:15 PM	Final Thoughts & Closing
3:30 PM	Adjourn

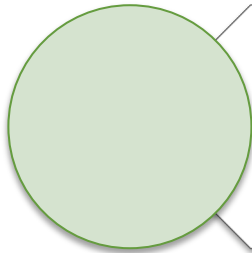
Welcome & Introductions

Welcome: Michael Taylor, Vita Nuova

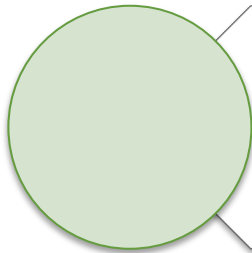
Zoom Overview: Jessica Kooris, Vita Nuova

Welcome: Travis Noyes, Haley Ward

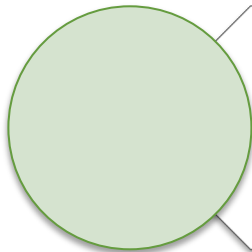
Goals of the Katahdin Region Former Mill Funding Strategy Workshop



To bring together former mill communities to share their funding needs for redevelopment



To introduce a broad array of funders to inform strategies for site redevelopment needs



To help the communities coordinate strategies to better enable synergies toward redevelopment

Zoom Etiquette

MUTE YOUR
MICROPHONE WHEN
NOT TALKING.



RAISE YOUR HAND/
SPEAK UP IF YOU HAVE
SOMETHING TO SAY.



KEEP YOUR CAMERA ON
WHENEVER POSSIBLE.



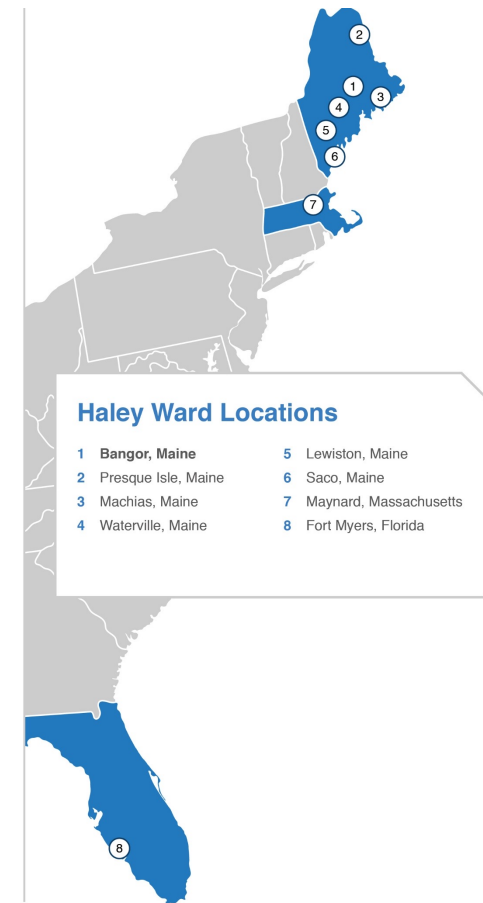
USE THE CHATBOX TO
RECORD KEY IDEAS
AND ACTION ITEMS.



...and patience!



- Engineering, Environmental, Surveying
- Formerly CES, Inc. in Brewer, Maine
- Changed name in 2020
- Three technical divisions
 - ~130 employees
- 100% Employee owned



A photograph of three people standing in a doorway, looking out at a demolition site. The person on the left is a man in a brown jacket and jeans. The person in the middle is a man in a blue jacket and khaki pants. The person on the right is a woman in a dark jacket and jeans. They are looking out at a large pile of debris and rubble. In the background, there are two large, cylindrical structures, possibly silos or tanks, and a forested hill. The scene is overlaid with a semi-transparent green filter. The title "Mill Community Presentations" is written in white text at the top left of the image.

Mill Community Presentations

Facilitator: Jim Byrne, U.S. EPA Region 1

East Millinocket: Michael Michaud

Millinocket: Steve Sanders

Lincoln: Jay Hardy

East Millinocket

Former Great Northern Paper Mill Site

Goal for Funding

- Developing infrastructure plan
- 6-8 viable entities – 3 leases signed; several others moving forward
- Developer expectation: site will have appropriate roadway and utility systems in place to meet their needs.
 - Installation of necessary infrastructure improvements will allow the site to yield 70+ acres of leasable land
 - Potential to create 150 permanent jobs and 150 construction jobs.

Potential Tenants Include:

- Data Centers
- Bio Refinery
- Biomass Developer
- Greenhouse Facility
- Bio Carbon Facility



Overview/History

Economic Conditions

- Site Ownership: Town of East Millinocket
- Management: East Millinocket Industrial Board
- Tax/Debt Status: No Debt, Town has paid all expenses since 2020.

2020 Unemployment Rate

Penobscot County: 4.4%

East Millinocket: 7.5%.

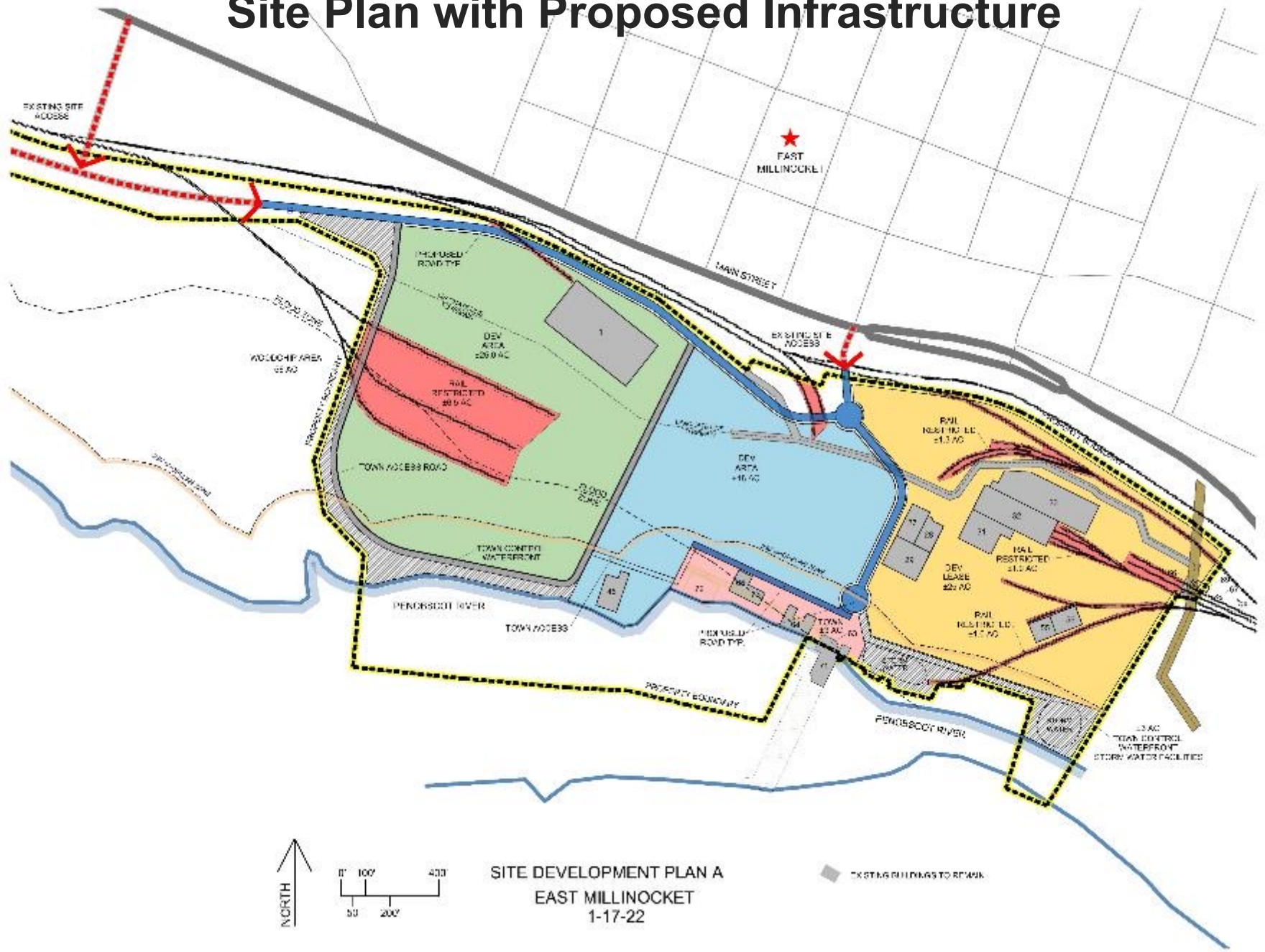
Poverty Rate

East Millinocket: 17% *(with little to no fluctuation over the past several years)*

Economic Conditions and Site Characteristics

- **Power/Grid Capacity:** Approximately 70 MW for both Millinocket and East Millinocket sites combined, potentially expandable.
- **Location and Transportation:** Good exterior road system, need to improve rail access and use.
- **IT Capacity:** An older fiber system that is inadequate for technology-driven business opportunities.
- Phase I and Phase II Assessments were completed in 2020.
- See Proposed Site Plan

Site Plan with Proposed Infrastructure



Site Assets and Attributes

- Behind the meter power available at the site directly from Brookfield
- Approximately 180,000 sq. ft. of intact warehouse and manufacturing space
- Municipal Water and Wastewater Treatment
- Access to rail via CP
- Close access to I-95
- Access to river for additional water

214 contiguous acres: potential for an additional 100 acres of river frontage

Funding Status

- Site Purchased: \$1.45 million
- Renovations and related costs: \$1.2 million
- Funds Committed: \$30,000 master plan, \$342,000 electrical and heating
- Potential funds : \$2.8 million from Congress, \$350,000 for Brownfield Site Assessment Grant
- Additional Funds requested: road, sewer, utilities, renovations.
- Collaboration with other regional mills
- Opportunity Zone (development eligible for New Market Tax Credit)
- Pine Tree Tax Incentive Zone

Partnerships

EPA

State of Maine

Attorney General

NBRC

Penobscot County

EMDC

MDM Team

Maine Army

National Guard

Department of
Corrections

MDF

MTI

NFC

MRDA

Vita Nuova

Nobis

Herb Sargent

B & B Paving

Many local
volunteers from the
region

Infrastructure and Funding Needs

- Road and Access Infrastructure
- Sewage Treatment Access Points (for individual zones)
- Environmental Remediation (4 buildings totaling 20,000 sf of leasable space)
- Renovation (4-5 buildings totaling between 30,000-50,000 sf)
- Sprinkler System Conversion: wet system to a dry system
- Rail Upgrades: removal of some of the dormant, nonfunctional tracks to free up land to meet tenant demand.
- Security Barrier system to protect the power source
- Potential River Walk Development (including the preservation of ecological assets)
- Workforce Development Training/Program

Total Budget Request: \$15–\$18 million.

Request and Schedule

E. Millinocket Funding Request: **\$15–\$18 Million** (phased with multiple funding sources)

Outcomes: More tenants and the development of bio-industrial and eco-system centric business, new workforce development, positive impacts for small business and supply chain related businesses to create a new resilient economy.

For further Information, contact:

- Michael Michaud: michaelhmichaud@gmail.com
- Steve Fraser: frasersm1@hotmail.com

Millinocket

**OUR
KATAHDIN**
Where Ideas Meet Action



ONE NORTH
On the Frontier of Possibility

ONE NORTH



VISION

To be a center for the development and manufacturing of sustainable products to meet the world's growing demand.

MISSION

- Grow the bioeconomy by utilizing our working forests
- Harness 100% renewable energy
- Serve as a model for rural prosperity

VALUES

- Innovation
- Sustainability
- Integrity
- Collaboration
- Community-first



ONE NORTH – ON THE FRONTIER OF POSSIBILITY

\$8+ million of infrastructure improvements will occur in 2022 at one of the most unique sites in the United States

Existing Infrastructure

- Size: 1,400 acres
- Power supply: 126 MW of behind-the-meter hydropower
- Water: abundant, gravity-fed freshwater
- Wood: direct connection with 91-mile private Golden Road
- Road: onsite roads and convenient access to I-95
- Rail: on-site access to Canadian Pacific Railway

2022 EDA Funded Infrastructure Improvements

- Power distribution: 34.5 KV power to Greenfield tenants
- Water distribution: main, hydrants, redundant pumps & power
- Rail: design spur routing to Greenfield
- Sewer: installation for connection by tenants



Above: 2021 Greenfield road development



TENANTS

Brookfield

- Hydro generation / behind the meter power
- Tesla battery storage



Greenbacker
RENEWABLE ENERGY COMPANY

- 5 MW greenfield solar array
- Groundbreaking Q3 2022 - Startup 2023



NAUTILUS®
DATA TECHNOLOGIES

- Anchor tenant data center
- Permitting in progress



- Source bark mulch from One North site
- Long term tenant supporting site cleanup



ORPC

- Micro-scale hydro power solutions for remote communities

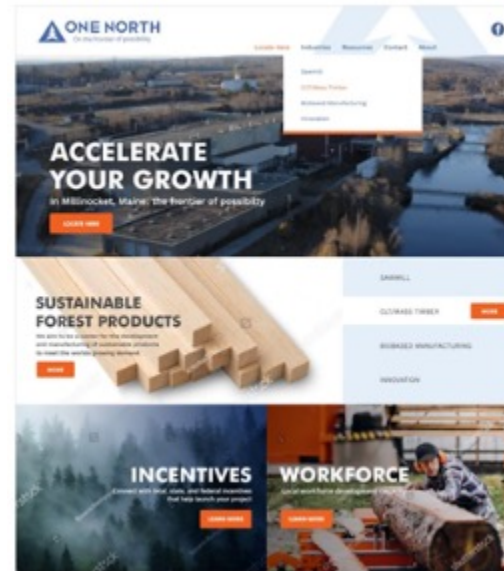
TENANT RECRUITMENT

Website launch

- www.onenorth.net

Target Industries

- Sustainable forest products
 - Sawmill
 - Mass Timber
 - Pellet mill
 - Bio-based manufacturing
- Renewable Energy
 - Biofuels
 - Solar
- Aquaculture
- Data storage
- Innovative Light Manufacturing



ONE NORTH – ON THE FRONTIER OF POSSIBILITY



IMMEDIATE INVESTMENT OPPORTUNITIES

1. Regional Fiber Optimization Yard
2. Seed Investment in Mass Timber
3. Manufacturing Facility for Sustainable Forest Products
4. Bio-based Commercialization Hub



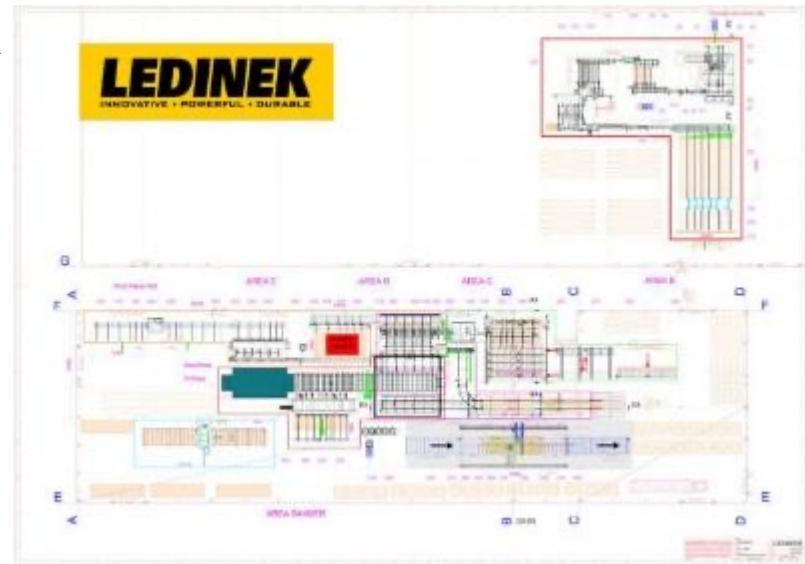
REGIONAL FIBER OPTIMIZATION YARD

- **Benefit**
 - Highest and best use of wood
 - Lowers fiber cost
 - Aggregation and storage
 - Encourages colocation of fiber users
- **Use of funds**
 - Market study, design, site work, equipment purchase, construction
- **Cost**
 - Phase 1: \$5 million
 - Phase 2: \$10 million
- **Partners**
 - Forest landowners
 - Loggers & truck drivers
 - Pellet mill operator
 - Biofuel producer
 - Sawmill operator



SEED INVESTMENT IN MASS TIMBER

- **Benefit**
 - Opportunity to be first in the Northeast
 - Phased approach lowers cap-ex & risk
 - Strong market growth expected
- **Use of funds**
 - Phase 1: Secondary processing
 - Phase 2: Mass timber manufacturing
 - Phase 3: Vertical integration with sawmill
- **Cost**
 - Phase 1: \$10 million
 - Phase 2: \$25 to 40 million
 - Phase 3: \$120 million
- **Partners**
 - Phase 1 partner with experienced secondary manufacturer
 - Phase 2 & 3 partner with experienced medium-to-large manufacturer



MANUFACTURING FACILITY FOR SUSTAINABLE FOREST PRODUCTS

- **Benefit**
 - Manufacturers are seeking quality industrial space that doesn't exist
 - Streamlined permitting in Greenfield
 - Unique ability to combine OZ, NMTC, TIF and other incentives (e.g., grants)
- **Use of funds**
 - Greenfield site work, design, construction, connect to Greenfield core utility hub, equipment fit-up
- **Cost**
 - \$7 to \$10 million
- **Partners**
 - Biofuel producers
 - Sawmill
 - Mass timber
 - Wood pellets



BIO-BASED COMMERCIALIZATION HUB

- **Benefit**
 - Leverage \$1.25 million in existing grants
 - Phase 1 to focus on nanocellulose production and innovative bio-processing
 - Existing facilities lower fit-out costs
- **Use of funds**
 - Existing building improvements, heating source, nanocellulose production equipment
- **Cost**
 - \$6 - 8 million
- **Partners**
 - University of Maine: “Nanocellulose Valley”
 - Consumer products manufacturers
 - Intend to submit to 2022 large-scale EPA Brownfields Cleanup for E&R building



ADDITIONAL PRIORITIES FOR INFRASTRUCTURE AND REMEDIATION

- **Infrastructure**
 - Greenfield rail spur: \$10 - 15 million
 - Wastewater treatment plant rehab: \$10 million
 - Greenfield utility and roadway infrastructure: \$5 million
 - Brownfield stormwater / power distribution: \$2.5 million
- **Bio-based Commercialization Hub Supporting Projects**
 - Central biomass heating: \$2 million
 - Maintenance garage rehab: \$1.5 million
- **Remediation**
 - Wastewater treatment plant sludge removal: \$8 million
 - Removal of blight conditions: \$6 million
 - PM #11 Stabilization: \$3 million

Total preliminary estimate: \$48 - 53 million



COLLABORATORS

- **Brookfield Renewable** – New England Division, Millinocket, Maine
- **Canadian Pacific Railway** - Alberta, Canada
- **Bangor Savings Bank** – Bangor, Maine
- **Cianbro Corporation** - Pittsfield, Maine
- **DesignLab** – Millinocket, Maine
- **Eaton Peabody** – Bangor, Maine
- **Finance Authority of Maine** – Augusta
- **Maine & Co** – Portland, Maine
- **Maine Department of Economic and Community Development** – Augusta, Maine,
- **Maine Rural Development Authority** – Augusta, Maine
- **Maine Technology Institute** – Augusta, Maine
- **Ransom Consulting, LLC** – Portland, Maine
- **University of Maine at Orono** – Dept. of Innovation and Economic Development, Process Development Center, Wood Composites



TEAM

Board of Directors



Sean DeWitt
Director at nonprofit



Nancy DeWitt
Entrepreneur for 32 years



Michael Faloon
Financial Services executive



Michael Osborne
Water Resource Manager



Tony Foster
Freelance software developer



Jessica Masse
Partner at local design firm



Pete Malikowski
Project Manager

Staff and Volunteers



Lucy Van Hook
Community Development Director



Steve Sanders
Director of Site Redevelopment



Paul Carney
Security and Maintenance Officer



Michele McInnis
Administrative Assistant



Eldon Doody
Benevolent Engineer



Mike Faloon, Sr.
Land Management Support



Dave DeWitt
Site Support



Shane Flynn
Adviser

Lincoln

Maine Forest Products Innovation Park



MAINE FOREST PRODUCTS
INNOVATION PARK

ESTABLISHED 1929
LINCOLN
MAINE

Where the North Woods
Meets the Future

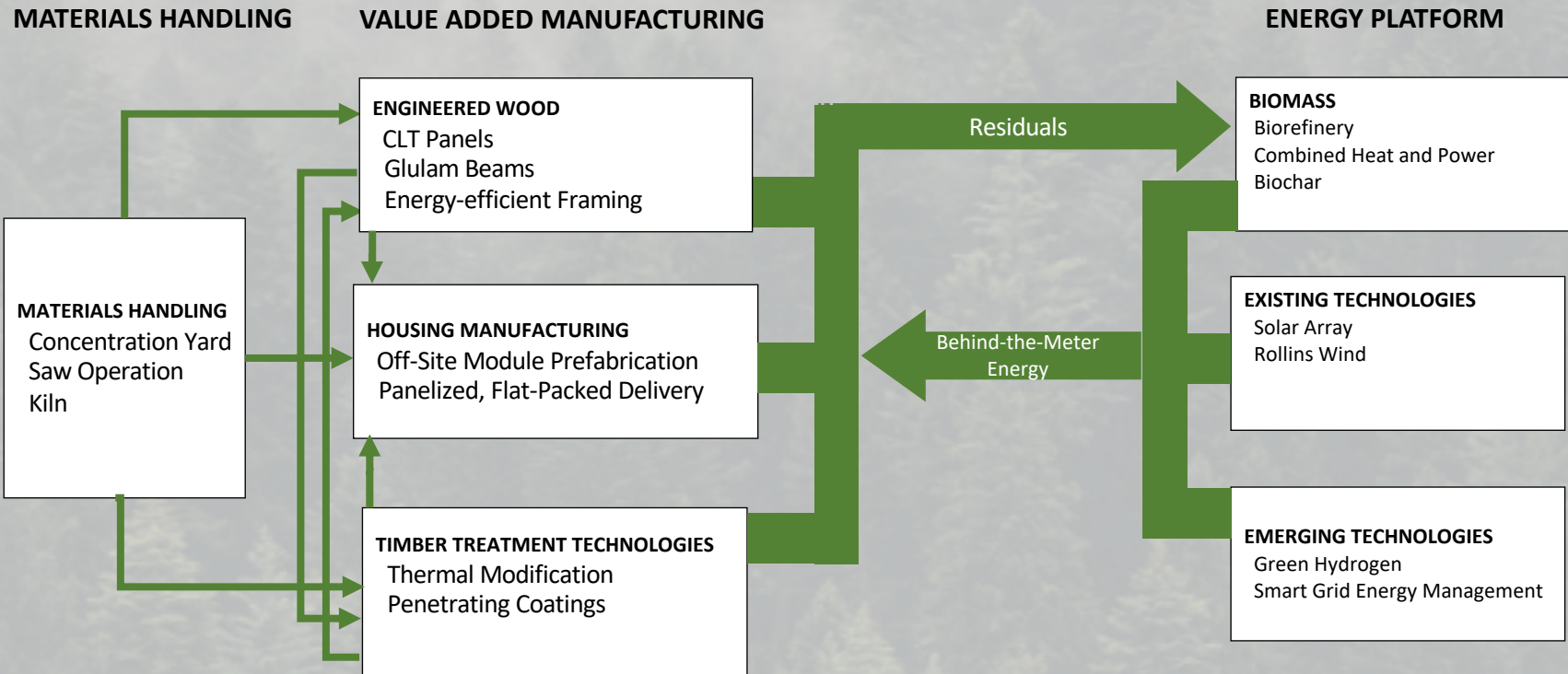
The Vision

Create the Eco-system for Next generation / Technology-driven Forest Products Development –

- Sustainable / Closed Loop Campus
- Powered by Redundant / Renewable Energy
- Authority to Develop / Manage Infrastructure
- Promoting Workforce / Entrepreneurial Development
- Linked clusters – Bio / Building Products / Agriculture



MAINE FOREST PRODUCTS INNOVATION PARK



CELLULOSE BIOREFINERY

Biofine Developments Northeast (BDNE) is committed to building and operating a commercial scale facility to manufacture their patented biofuel components from cellulosic and wood waste. The initial project will be two phases – a 100 ton per day plant and a 250 ton per day plant, with future expansions possible.

Estimated Private Investment Phase I & Phase II

Direct Employment

Indirect Employment

\$200 million

200 full time jobs

50 full time jobs



MAINE FOREST PRODUCTS
INNOVATION PARK

BUILDING PRODUCTS CLUSTER

- LignaCLT Maine, LLC is proposing to build and operate a mass timber plant – producing cross laminated timber (CLT) and laminated beams (Glulam)
- US Engineered Wood is proposing a multiphase build-out of a manufacturing facility for their patented energy-efficient framing components (T-stud)
- WTT is proposing a manufacturing and research facility to expand and serve markets for thermally modified wood and advanced timber impregnation technologies
- American Mass Timber (AMT) is proposing to build an off-site manufacturing facility to produce panelized structures deploying the other cluster technologies
- Front-end materials processing facility – including materials handling and sorting, a multiphase sawmill, and a lumber kiln capable of providing timber to meet specification for the cluster

Estimated Private Investment

\$100 million

Direct Employment

100 full time jobs

Indirect Employment

100 full time jobs



MAINE FOREST PRODUCTS
INNOVATION PARK

RENEWABLE ENERGY PLATFORM

To support these developments, the Innovation Park will provide a micro-grid powered by a multi-element, redundant renewable energy platform that will include a bio-mass CHP facility (~12 Mw) and a Solar Array (~20 Mw / Scalable to meet demand)

Estimated Private Investment

\$ 60 million

Direct Employment

15 full time jobs

Indirect Employment

25 full time jobs



MAINE FOREST PRODUCTS
INNOVATION PARK

INNOVATION CENTER

To further support these developments, the Innovation Park provide an Innovation Center to provide on-site workforce development and entrepreneurial support services. One possible configuration is to couple this facility with a Vertical Farm with an agricultural incubator / accelerator attached.

Estimated Private Investment

\$10 million

Direct Employment

50 full time jobs

Indirect Employment

75 full time jobs



MAINE FOREST PRODUCTS
INNOVATION PARK

The Public Investment

Environmental Remediation / Redevelopment

- Asbestos Abatement and other Remediation
- Building Repurposing or Removal

Infrastructure

- Upgrades including Water Impoundment / Treatment and Wastewater Treatment Plant
- Energy Generation / Distribution / Management
- Access Roads
- Campus Security
- Broadband Services

Human Capital

- Workforce Development / Training Facility and Services
- Incubator / Accelerator to support Entrepreneurial Development



The Development Project

TOTAL INVESTMENT:	\$405 million
Private Projects	\$370 million
Public Projects	\$35 million

Private Investment Toolkit

Opportunity Zone / Tax Increment Financing District / Other Tax Incentives
Loans and Loan Guarantees / State Bonds / Direct Subsidy

Redevelopment Toolkit

Local and State match for Federal resources
Grants from EDA /EPA /USDA /HUD /DHS /Others
Provide flexible lease / purchase terms on buildings during start-up to reduce operational costs
Provide needed infrastructure



MAINE FOREST PRODUCTS
INNOVATION PARK

Panel: Finance and Investment

Facilitator: Jonathan Poole, Maine DECD

Panelists:

Finance Authority of Maine (FAME): Carlos Mello

Arctaris Impact Investors: Jonathan Tower

CEI Capital Management: Traci Vane

Federal Partners Discussion

A conversation with federal partners on potential opportunities for future mill redevelopment funding.

Facilitator: Jessica Dominguez, U.S. EPA Region 1

Panelists:

EPA Funding Overview: Jim Byrne, U.S. EPA Region 1

EDA Funding Overview: Alan Brigham, U.S. EDA

USDA Funding Overview: Brian Wilson, P.E., USDA

Other Federal Funding Overview: Jessica Dominguez

U.S. EPA Programs FY 2022–23

Infrastructure Law (BIL) initiatives and funding opportunities

\$110 million in Technical Assistance

Largest investment ever in direct assistance for low- and moderate-income communities

- Environmental Justice (EJ)
- Workforce Development
- Vulnerabilities to Climate Change

State Programs and Resources (Brownfield, EJ, Climate and Opportunity Zones)

Targeted Brownfields Assessments

EPA Land Revitalization Program (LRTA)

EPA Technical Assistance to Brownfields (TAB)

EPA Office of Community Revitalization (OCR)

Smart Growth Technical Assistance TA

EPA Tools: Ready Guide, Mapping, Climate Smart Brownfields Manual

US Economic Development Administration (USEDA)

Alan Brigham

Economic Development Representative

U.S. Department of Commerce

Economic Development Administration

- USEDA under reauthorization and is a discretionary agency
 - Regional offices: Philadelphia, Chicago, Atlanta, Austin, Denver, Seattle
 - Proposed increase in general appropriations will scale out the agency
- American Rescue Plan Act (ARPA)
 - Build Back Better – Phase 1 and Phase 2
 - Tourism
 - Economic Adjustment
 - Good Jobs
 - State Planning & Research Networks
 - Indigenous Communities
- The Infrastructure Investment and Jobs Act (IIJA) - \$1.2 Trillion
 - Reauthorizes surface transportation programs (Transportation, Electric Vehicles/Charging Infrastructure, Energy-Water-Broadband, Manufacturing)
 - Authorizes \$550 billion in additional funding for all modes of transportation

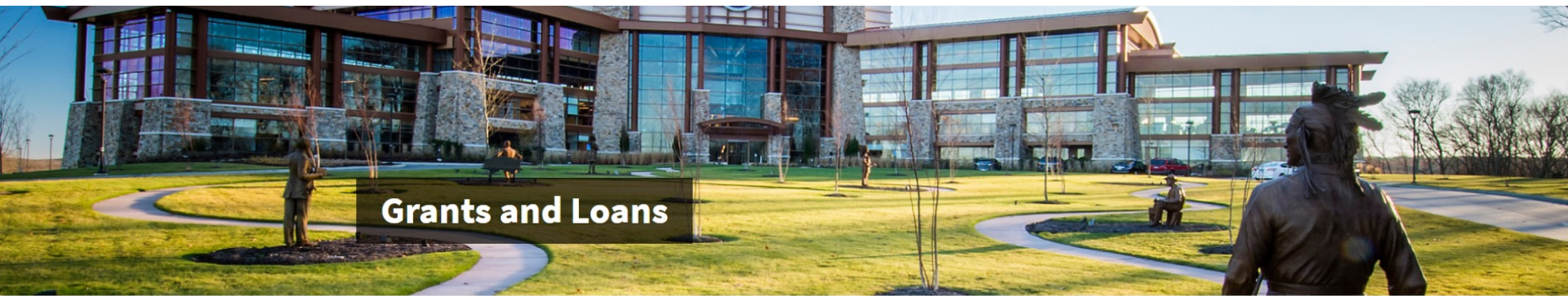
USDA

Brian Wilson, P.E. | Business and Cooperative Programs Director
Rural Development
United States Department of Agriculture

Robert J Nadeau | Community Programs Director

Bobbi J. Crooker | Housing Program Director

- Infrastructure Bill Opportunities Overview
- <https://www.usda.gov/>
- <https://www.rd.usda.gov/me>



Other Sources of Federal Support

Small Business Administration (SBA)

Northern Border Regional Commission (NBRC)

U.S. Department of Transportation (DOT)

- <https://www.transportation.gov/grants>
- \$567.5 billion for Departments of Transportation (DOT) programs
- \$293.4 billion in baseline spending (note- funding \$274.1 billion is additional funding authorized from prior transportation laws)
- Funding will be distributed by:
 - Formula - based
 - Competitive Grant Programs
 - Loan Programs
- State Departments of Transportation, transit agencies and airports will receive formula funds directly.
- Some formula funds include specific set-asides requirements for local governments
- Metropolitan Planning Organizations (MPOs) and Regional Transportation Planning Organizations (RTPOs) are specifically identified as being eligible to apply for competitive grants.

U.S. DOT – Competitive Grant List

- Strengthening Mobility and Revolutionizing Transportation (“SMART”) Grants: \$500 million
- Reconnecting Communities: \$1 billion (*\$250 million for planning and \$750 million for construction*)
- Projects of National Significance: \$5 billion
- Promoting Resilient Operations for Transformative, Efficient and Cost- Saving Transportation (“PROTECT”) Grants: \$1.4 billion
- Rural Transportation Grant Program: \$2 billion (*ramps up from \$300M in year one to \$500M in year 5*)
- Safe Streets for All Grants: \$5 billion
- Healthy Streets Grants: \$500 million
- Congestion Relief Program: \$250 million
- Port Infrastructure Development Program: \$2.25 billion
- Bridge Discretionary Grants: \$12.5 billion (*part of new \$40 billion Bridge Investment Program; most of which is distributed by formula*)
- Consolidated Rail Infrastructure and Safety Improvements (CRISI): \$5 billion
- Railroad Grade Crossing Elimination Program: \$2.5 billion
- Airport Terminal Program: \$5 billion
- Transportation Alternatives Program (TAP): \$7.2 billion
- Off-system Bridge Set-Aside (within the STBG program): \$5.18 billion
- Active Transportation Infrastructure Investment Program: \$2.5 billion (*subject to annual approps*)

Future Funding Outlook

Federal Representatives

Senator Collins:

Carol Woodcock
State Office Representative

Senator King:

Edie Smith (Regional Representative)
Adam Lachman
Dir. of Innovation/Economic Policy

Congressman Golden:

Barbara Hayslett
District Rep. & Casework Director

Final Thoughts & Thank You

Facilitator: Michael Taylor, Vita Nuova LLC

Individual meetings will be arranged for communities with funders following the workshop by request.