

Lincoln Town Council Workshop
Economic Development – Mill Site Redevelopment
January 6, 2026

AGENDA

Workshop coordination - Brian Souers, Vice Chair of Lincoln Lakes Innovation Corporation (LLIC)

1. Introduction to workshop, economic development team and LLIC members – Brian Souers and Steve Perry, Chair of the LLIC Board (via zoom)
2. History of Mill Site redevelopment effort – Jonathan Pottle, Legal Counsel for the LLIC
 - a. Mill site acquisition
 - b. LLIC purpose and formation
 - c. Subsidiary corporate formations (maximizing grant opportunities)
3. Environmental remediation and infrastructure grants and loans received and pending – Ruth Birtz, Economic Development Administrator & Vicki Rusbult, Project Manager
4. Business development activities and commitments – Steve Levesque, Economic Development Advisor (via zoom)
5. Economic development funding in Lincoln – Ruth and Steve
6. Q & A

MEMORANDUM

To: Town of Lincoln
Fr: Steve Levesque
Economic Development Advisor
Re: Economic Development Report
Dt: December 31, 2025

Following is an update on our current economic development consulting activities on behalf of the Town of Lincoln thru December 2025.

Our focus this past month has been involved with: 1) the various complex issues associated with facilitating the Biofine project; 2) managing several property leases and options; 3) Selecting workforce housing development partners; 4) managing several environmental clean-up projects, grant applications and contracts; 5) working through the development of industrial wastewater management solutions associated with Biofine; 6) developing and managing an on-going, large-scale vision and implementation strategy for mill site redevelopment; 7) facilitating several grant and loan applications for environmental remediation infrastructure and new building development; and 8) facilitating several business development clients.

Following is an update of the mill site redevelopment effort. Please also see attached summary of our 2025 economic and community development work plan.

Mill Site Redevelopment Overview

Redeveloping former mill properties is a complex and time-consuming endeavor. But when conducted in earnest, effective redevelopment of the former Lincoln Pulp & Tissue (LP&T) mill site, now referred to as the Lincoln Technology Park (LTP) will offer substantial benefits to the community in the following ways:

- Increase tax revenues to the community;
- Reduce tax burden on current residents;
- Increase Town and school budgets;
- Strengthen Penobscot Valley Hospital and other essential businesses; and
- Attract new services and business opportunities to the community.

For example, when the two current active projects at the LTP (Biofine and Form Energy) are realized, they collectively would create hundreds of good paying jobs and generate over \$ 600,000 in annual lease revenue and over \$ 2 million in new annual real estate and personal property taxes for the Town.

Successful revitalization of these mill site properties requires a long-term commitment of personnel resources, patience, and perseverance for success to be fully realized. Like most other former mill properties in the state, the LTP site has a number issues that all need to be addressed, as part of the redevelopment process such as legacy environmental contamination issues, many aged and dilapidated buildings (not suitable for adaptive reuse), and aging (non-functional) infrastructure,

In light of the above, we have identified three key over-arching strategic goals for the LTP redevelopment effort: 1) identify and seek funding to address the environmental issues by removing them as development barriers; 2) identify and secure funding for needed infrastructure improvements; and 3) attract and secure new business investment to the property. (see attached Vision Statement).

We estimate the ultimate goal related to environmental remediation and infrastructure upgrades is \$50-70 million, over time. And we are making great progress in meeting that goal. To date, we have attracted over \$17 million in federal, state, and regional funds to support these activities and have \$ 9 million in outstanding pending applications, to support environmental remediation of the site, replace aged and obsolete infrastructure, and support business investment. We further plan to submit another \$12-20 million in applications this coming year. Clearly, being successful in attracting new “revenue generating” business investment to the site, is highly dependent on our success in removing these environmental barriers and making needed infrastructure upgrades.

Following is a summary of how we are addressing each one of our strategic goals and their current status:

1. Environmental Remediation

To date, the Town of Lincoln and its subsidiaries have received over \$13 million in environmental assessment and remediation funding to support redevelopment of the former Lincoln Pulp and Tissue Mill, now referred to as the Lincoln Technology Park. A number of projects have already been completed, including the partial remediation of the Biofine parcel, removal of former Mill buildings 6 & 7 and the preparation of the asbestos containing materials (ACM) management area. Following is an update of current active projects. Campbell Environmental and Sevee & Maher Engineers (SME) are currently under contract to manage for the following Brownfields environmental remediation projects:

Biofine Parcel remediation

Funded by State DECD/DEP (\$738,000) – managed by Campbell Environmental:

- Capping petroleum saturated soils and incorporation of Woodex material has been completed.
- Eastern Maine Environmental (EME) to finish the ACM abatement of the Wastewater Treatment building roof.

Lincoln Parcel 2 Lagoon remediation

Funded by EPA (\$750,000) – managed by Campbell Environmental:

- Researched and sent sludge samples for determining best technique to dewater sludge.
- In process of cost analysis for various options for dewatering and disposal of sludge.
- SME's request for utilizing the sludge as Consolidation Area cover was declined; however, Rich spoke with Chris Redmond and Chris was going to see if he could get this re-evaluated and approved.
- Schedule Allstate and pumping of WWT building sump so final AST contents can be removed as part of the waste inventory & removal.
- ACM in Universal Waste building is still pending.

Lincoln P3 East Powerhouse demo and remediation

Funded by EPA (\$5,000,000) – managed by Campbell Environmental:

- ACM removal from building is on-going. EME is working to coordinate the disposal of a 30 cubic yards (CY), and a 40 CY roll off to the Consolidation Area.

Building #22/Scale shack demo and remediation

Funded by DECD/DEP/EMDC (\$425,000) - managed by Sevee & Maher:

- Cleanup & Demolition of the Eastern Portion of the Paper Mill (Building #22) and the Scale Shack.

Ongoing operation of the Asbestos Consolidation Area

Funded by DECD/DEP (\$1,000,000) – managed by Sevee & Mahar

- Overseeing operation and management of Asbestos consolidation area to accept asbestos containing materials on former mill site. SAG contracted to perform operations accepting and containing ACM.

2. Infrastructure Upgrades and Improvements

Road and Utility Improvements:

- The Town of Lincoln is the recipient of a \$3.5 million dollar grant from Congress to upgrade the aging infrastructure Depot Street into the mill site, to support its redevelopment. HUD is the administering agency.
- The Town has retained Haley Ward to assist with this effort, including design and construction specifications. We hope to start bidding this work out this winter, with construction starting in late spring.
- Another \$4 million for Scale St. infrastructure upgrades and improvements is currently pending in Congress, having been recommended by the Senate Appropriations Committee.

Industrial Wastewater Facility:

- The Town is seeking to construct and operate an industrial wastewater treatment facility to support the Biofine project and other new development activity on the site.
- Last spring, the Maine Legislature passed a bill authorizing the creation of the Lincoln Mill Facilities District, to facilitate the financing, construction, and operation of the facility.
- The Economic development team is working with USDA, our legal team, and others to facilitate the best financing instruments.
- The Town has retained Haley Ward and Woodward & Curran to facilitate facility design and cost estimates.

Rail Improvements:

- The Town is seeking funding from Maine DOT to upgrade the rail sidings at the mill site to accommodate the future development needs of the facility. Accordingly, we have recently submitted a grant request for \$500,000 for essential upgrades to support redevelopment efforts.

3. Securing New Business Investment

As a key cornerstone to the redevelopment effort, the Town's economic development team is working to encourage and realize new business investment on parcels that can be made available. Following are brief descriptions of current activities:

Lincoln Innovation Center:

- The Town, in partnership with the Lincoln Lakes Innovation Corporation (LLIC), is proposing to construct and operate the Lincoln Innovation Center; a combination small business incubator and workforce training facility at the LTP.
- We have a pending \$3.86 million grant application with the federal Economic Development Administration (approved at the regional level, awaiting national approval).
- This 80% grant will be matched by other funding from the Maine Rural Development Authority and the Northern Border Regional Commission, for a total project cost of about \$4.6 million.

Biofine Developments Northeast:

- The Town has been working with Biofine Developments Northeast (BDNE) for several years to effect the construction of a state-of-the-art biorefinery, utilizing wood waste and related materials, for conversion to heating fuels and other residual chemicals.
- When realized, this project will result in over \$140 million in private sector investment to the LTP.
- The Town and BDNE have signed a twenty - year lease for approximately seven acres of land at the LTP, with expansion options.
- The Town has agreed to support this investment with financial assistance for site and area infrastructure upgrades.
- This project, when realized, will result in the creation of several hundred good paying jobs and provide significant new lease and tax revenues to the Town.

In summary, as illustrated above, there has been much accomplished at the former mill site, as a result of the steadfast resolve and focused effort by the Town. These efforts and ongoing support of the Council has attracted significant federal, state and regional funds to the project and also attracted substantial investment interest from the private sector. With a continued sustained effort, Lincoln has some exciting opportunities to keep the momentum and grow its tax base and add new high-wage jobs to the community. As Governor Lepage was fond of saying: “***Business capital goes where its most appreciated***”

Economic & Community Development 2025 Work Plan

Project Status Update 12/25

Business Development:

Project	Major Tasks	Lead / Support	Status / Next Steps
Biofine	Continuing to facilitate project schedule	SL/All	Moving forward. Amended lease. BDNE securing permits and financing
	Continue to facilitate WWTF planning, design, permitting & funding	SL/RB HW/WG/VR	In preliminary design. Awaiting effluent data from BDNE
	Continue to facilitate HUD FY24 CDS infrastructure funding	SLRB/VR/HW	Finalizing contract with HUD. Need to identify connections and formulate phasing plan
	Facilitate \$5 million leasehold improvement bond	SL/Legal	Awaiting final legal review and funding decisions
FORM Energy	Continue to facilitate final lease option and lease	SL/ Legal	Option agreement executed Awaiting final legal review and federal funding decisions

Revision Energy	Continue to facilitate final lease option and lease	SL/RB	Option agreement executed. Project Canceled- Federal program discontinued
	Continue to secure funding for construction and operations (EDA, MRDA, MTI, NBRC)	SL/RBVR/Legal	MRDA loan approved Awaiting final contract with EDA Awaiting final decisions on NBRC and MTI
	Develop financial models with HR & A consultants and develop key strategic partnerships and solicitation financial resources	SL/RB VR	Completed financial model. Need to identify partners and secure financing
Industrial Spec Building			
New Business Opportunities	Work with new business entities	SL/RBAs needed	Currently working with several prospects
	Continue to market and promote the Town of Lincoln and the Lincoln Technology Park for potential business investments	SL/RBAs needed	Developed brochures Updating Website (Designlab) Working with channel partners Identify tradeshow

Lincoln Technology Park:

Project	Major Tasks	Lead / Support	Status / Next steps
Infrastructure Improvements	Secure \$4 million CDS 26 funds	SL/RB/VR	Approved by with Sen approps. Awaiting full Congress
	Continue to seek other funding to support campus needs	SL/RB/VR	
Rail siding Improvements	Scope out cost estimate and funding pathways	RB	Submitted \$500k application. Not funded this round
Environmental Remediation & Demolition	Continue to facilitate on-going remediation activities	All	Work with consultants to complete remediation projects on lots 2, 3, ACM area, WWT lagoon, Woodex parcel, scale shack & Biofine parcel.
	Continue to seek additional state and federal Brownfields funding	All	On-going coordination for January 26 submittals (\$12 - \$13 million).
Develop River Front Trail System	Seek Penobscot Tribe partnership and apply for grant	All	Schedule meeting with Penobscot Tribe and submit application

Tax Increment Financing District	Establish new TIF District For LTP and surrounding areas	RB/SL/Legal	Legal has drafted investment plan. Need to decide on boundaries
Community-wide TIF District	Establish maximum TIF areas	RB/SL/Legal	Need to delineate other areas of community and calculate acreage

Workforce Housing:

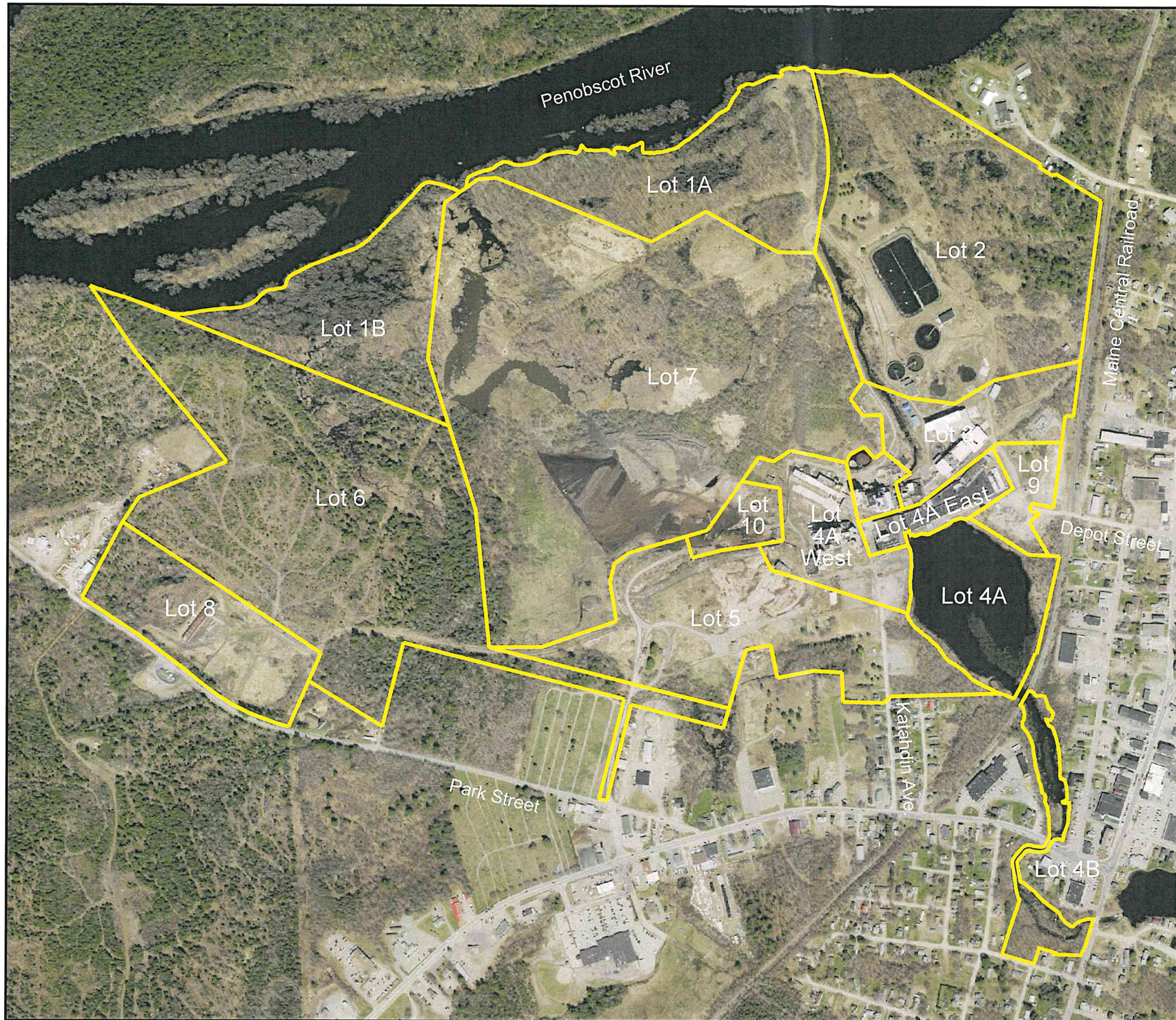
Project	Major Tasks	Lead / Support	Status / Next Steps
Construct workforce housing Near Katahdin St.	Solicit Developer RFQ's	SL/RB/VR	Received 3 RFQ's 11/20
	Establish partnership structure with selected developer(s)	SL/RB/VR	Council selected team of Dooryard and Treeline to develop partnership and plan structure
	Define Project scope and timeline	SL/RB/ VR	Work with team to create development agreement and project timeline

Downtown:

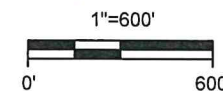
Project	Major Tasks	Lead / Support	Status / Next Steps
Establish Façade Improvement Program	Develop program and seek funding	RB/VR	Identify participants

Airport:

Project	Major Tasks	Lead / Support	Status / Next Steps
Airport Development	Integrate airport properties and adjacent uses into Town's overall economic development strategy	SJ/RB/SL	In process
	Provide support to Airport Master Plan update	SJ/RB/SL	In process



**PLISGA & DAY
LAND SURVEYORS**
72 MAIN STREET
BANGOR, MAINE
DATE: July 17, 2024
PROJ. NO. 97217
Email: info@WeMapIt.com
Phone: (207) 947-0019
Toll-Free: 1-800-734-0019
DRAWING FILE: 97217 2022.dwg
www.WeMapIt.com



Plan of property in Lincoln, Maine

Ownership Table

Lot 1A	Haynes St. Redevelopment Corp.	
Lot 1B	Haynes St. Redevelopment Corp.	
Lot 2	Town of Lincoln	\$750,000 EPA
Lot 3	Town of Lincoln	\$500,000 MDEP
Lot 3 East	Town of Lincoln	\$5,000,000 EPA
Lot 3 West	Lincoln Biobased Development Corp.	
Lot 4A East	Lincoln Forest Products Innovation Corp.	\$280,000 EMDC \$738,000 MDEP
Lot 4A West	Lincoln Mill Environmental Recovery Corp.	
Lot 4B	Lincoln Forest Products Innovation Corp.	
Lot 5	Sustainable Lincoln Corp.	\$30,000 EMDC
Lot 6	Lincoln Lakes Innovation Corp.	
Lot 7	Lincoln Mill Environmental Recovery Corp.	\$70,000 EMDC
Lot 8	Lincoln Lakes Innovation Corp.	
Lot 9	Town of Lincoln	\$638,000 NBRD \$3,500,000 CDS
Lot 10	Licensed to Jimmy Brown	

Grant	Loan	Source	Status	Project Description
205,000		MDF	Received and closed	Environmental Studies
650,000		EPA	Received/closed	Environmental assessments
\$250,000	\$250,000	MDEP	Received/in process	Remediation Biofine parcel
\$366,250	\$366,250	MDEP	Received/ closed	Remediation of building 6&7
\$750,000		EPA	Received/in process	Remediation of Lagoons and waste water treatment plants
\$194,000 \$50,000	\$140,000	EMDC DECD	Received /in process	Remediation building #22
\$70,000		EMDC	Received/closed out/completed	Permitting of Asbestos containment site
\$15,000	\$15,000	EMDC	Received/in process	Scale Shack remediation
\$1,550,000 (\$500,000)	\$500,000	MDEP	submitted/and awarded a grant loan in a smaller amount	Construction of asbestos containment site
\$3,500,000		CDS	Received /work in process	Utility and road upgrades Depot street entrance
\$5,000,000		EPA	Received/in process	Lot 3 Remediation
\$500,000		EPA	Approved in process	Community Wide Assessment
\$4,000,000		EPA	Submitted/denied Will resubmit	Lot 3 West Remediation
\$4,000,000		EPA	Submitted/ denied will resubmit	Lot 4 east Remediation
\$4,000,000		EPA	Submitted/ denied will resubmit	Lot 4 West Remediation
\$4,000,000		EPA	Submitted/ denied will resubmit	Lot 5 Remediation
\$400,000		EPA	Approved in process	Remainder of lot 2 remediation
4,500,000		CDS 2025	CDS funding pulled by president	Utility and road upgrades Scale Road Entrance
4,000,000		CDS 2026	Submitted and preliminary approval received.	Utility and road upgrades Scale Road Entrance
	15,000,000	RDA	In process/approved	Waste water treatment plant
3,700,000		EDA	Submitted this month, received approval of first phase of grant process, now in second phase of approval	Innovation center
638,000		NBRC	Received/in process	Innovation Center
	\$500,000	MTI	This application was denied.	Gap funding innovation Center
	\$450,000	MDA	Submitted and approved	Gap funding innovation center
\$100,000		EPA	Received and work performed and administered by EPA	Planning Brownfield Remediation technical assistance
250,000	200,000	DECD	Application was for 1,000,000. Received half for remediation of another portion of building 22	More cleanup of building 22

This grant/loan was not approved by the Town Council would like to revisit this item in January.

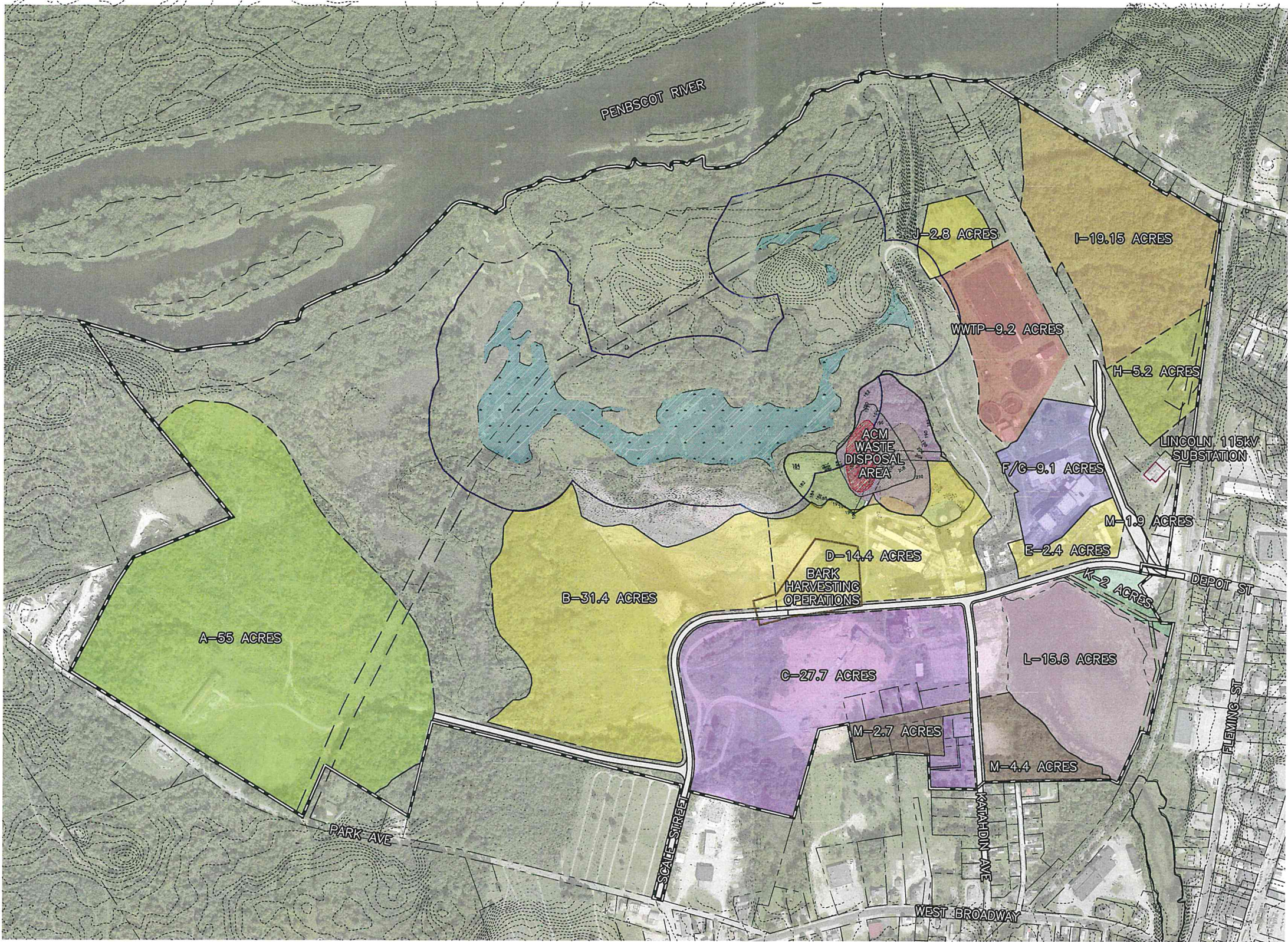
Ownership table;
Lincoln Mill Site

Corportion Name	Lot Number	principal corp member	book: page	date	Acres	UEI #	CAGE #	EIN #	Corp Date	Sam Exp	
Lincoln Lakes Innovation Corp	Lot 6	Steve Levesque, Steve Perry, Brian Souers	15368:51	11/26/2019	75.6	PVCNM8YQ1BA9	Blank	84-411974	9/18/2018		
Town of Lincoln ;Easement	Lot 3 Easement	Town of lincoln	16635:75	09/28/2022	18.9						
Lincoln Mill Environmental Recovery Corp	Lot 7	Steve Levesque, Ken Borneman, Brian Souers, Scott Smith	15472:11 Pending transfer	3/19/2020	112.2	Z6RQHBYB5PR5	9QT40	88-133210	2/7/2022	9/17/2026	
Sustainable Lincoln Corp	Lot 5	Steven Levesque, Steve Perry Brian Souers	16690-72	11/17/2022	26.78	N8Y3C2W6JVG5	9QR18	88-103566	2/9/2021	5/27/2026	
Lincoln Lakes Innovation Corp	Lot 8	Steve Levesque, Steve Perry, Brian Souers	15555:37	6/5/2020	17.6	PVCNM8YQ1BA9	Blank	84-411974	9/18/2018		
Lincoln Forest Products Innovation Corp	Lot 4AEast & 4B	Steven lLevesque, Steve Perry, Cathy Moison	16635:75	9/28/2022	26.9(A)6.4(B)	HTVJ231D8SC1	Blank	88-104740	2/9/2021		

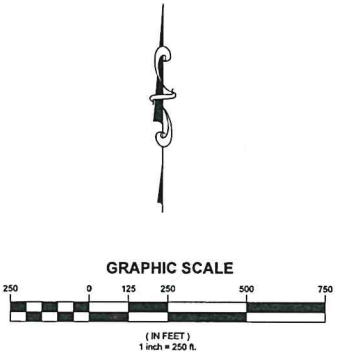
Ownership table;
Lincoln Mill Site


Lincoln Mill Environmental Recovery Corp	Lot 4A West	Steven Levesque, Ken Borneman, Brian Souers	16693:66	11/9/2022		Z6RQHBYB5PR5	9QT40	88-133210	2/7/2022	9/17/2026	
Lincoln Biobased Development Corp	Lot 3 west	Steven Levesques, Wayne Berry, Melissa Pelkey	16997 ;349	11/9/2022		YC8QSL7NNH67	blank	88-104732	2/11/2022		
Town of Lincoln	Lot 3 East	Steve Levesque, Ruth Birtz	15405:340	12/31/2019		Y9UWVHFD1KW4	6DU28	01-6000236			
Haynes Street Redevelopment Corp	Lot 1A & 1B	Steven Levesque, Ruth Birtz	16387:3	2/17/2022	26.7(A)23.4(B)	Not currently registered in Sams.gov					
Town of Lincoln	Lot 2 Easement	Steve Levesque, Ruth Birtz	16693:66 16693:70	11/21/2022 11/21/2022	58.6	Y9UWVHFD1KW4	6DU28	01-6000236			
License Jimmy Brown	Lot 10	Town of Lincoln	attached	6/26/2020	3.61						
Town of Lincoln	Lot 9	Steve Levesque, Ruth Birtz	16751:13	2/9/2023	4.79	Y9UWVHFD1KW4	6DU28	01-6000236			
				Total Acres	401.49						

FILE LOCATION: P:\PROJECTS\LINCOLN, MAINE\LAND USE\CONCEPTS\LAND USE.DWG 2025.06.21, 1:25' PM



- LEGEND:**
- BOUNDARY
 - EXTERIOR BOUNDARY
 - WETLAND BUFFER
 - 100 YEAR FLOOD LINE
 - WETLAND
 - A - FORM ENERGY
 - B, D, E, J
 - C - INDUSTRIAL FLEX
 - FIG - BIO-FINE
 - I - BIOFINE EXPANSION
 - H - BIO-FINE PH3
 - K - INCUBATOR
 - L - BATTERY STORAGE
 - M - WORKFORCE HOUSING AREA
 - WWTP
 - ACM WASTE DISPOSAL AREA



REV.	DATE	DESCRIPTION	BY	CHK.
DRAWING ISSUE STATUS				
NOT FOR CONSTRUCTION				
<div><div><div>HALEY WARD</div><div>ENGINEERING ENVIRONMENTAL SURVEYING</div><div>WWW.HALEYWARD.COM</div><div>One Westbrook Plaza, Suite 201 Bangor, Maine 04401 (207) 948-8541</div></div></div>				
PROJECT				
TOWN OF LINCOLN LINCOLN, MAINE				
TITLE				
LAND USE MAP				
DATE		SCALE		
2025.06.03		1"=250'		
DRAWN BY	DESIGNED BY		CHECKED BY	
BLQ	BLQ		JAD	
PROJECT No.		10734.023		
DRAWING No.		REV.		
C101				