

Sustainable Lincoln Corporation



29 Main Street, Lincoln, Maine 04567 Phone 207-944-0368

B. APPLICATION INFORMATION SHEET

1. Applicant Identification-

Sustainable Lincoln Corporation;
29 Main Street,
Lincoln, Maine 04457-1496

2. Website URL

We do not maintain a website.

3. Funding Requested-

- a. Clean-up Grant Type-Single Site Clean-up
- b. Federal Funds Requested-\$4,000,000

4. Location-

- a. Lincoln;
- b. Penobscot County;
- c. Maine

5. Property Information for Site Specific Proposals-
Sustainable Lincoln Corporation Parcel P4W
50 Katahdin Avenue
Lincoln, Maine 04457

6. Contacts

- a. Project Director
Vicki Rusbult
207-951-0738:
vrusbult@economicsolutionsme.com
29 Main Street, Lincoln, Maine 04457-1496
- b. Chief Executive/Highest Ranking Elected Official
Steve Perry;
[REDACTED]
29 Street, Lincoln, Maine 04457-1496

7. Population-4,876 (2025)



JANET T. MILLS
GOVERNOR

STATE OF MAINE
DEPARTMENT OF ENVIRONMENTAL PROTECTION



MELANIE LOYZIM
COMMISSIONER

January 14, 2026

Sustainable Lincoln Corporation
Attn: Steve Perry, President
29 Main Street
Lincoln, ME 04457

Dear Steve Perry:

The Maine Department of Environmental Protection (Department) acknowledges that the Sustainable Lincoln Corporation (SLC) plans to conduct the cleanup of a brownfield site and is applying for an FY26 Environmental Protection Agency (EPA) Brownfields Cleanup Grant.

SLC has developed an application requesting site-specific federal Brownfields Cleanup funding for the Lincoln Paper & Tissue Parcel 4A West site located at 50 Katahdin Avenue, Lincoln, Maine.

The Department affirms that:

- i. SLC has requested State oversight for the site;
- ii. The site is eligible to be overseen by a State program or office; and
- iii. Based upon the environmental site assessments performed to date and information provided by the applicant, the State oversight program concurs that the site has had a sufficient level of site characterization for the remediation work to begin.

For any questions regarding this letter, please contact Chris Redmond at 207-215-8597.

Sincerely,

Christopher Redmond
Department Brownfields Coordinator
Voluntary Response Action Program Manager
Bureau of Remediation and Waste Management, Division of Remediation
Maine Department of Environmental Protection

cc: EPA Brownfields Region 1

AUGUSTA
17 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0017
(207) 287-7688 FAX: (207) 287-7626

BANGOR
106 HOGAN ROAD, SUITE 6
BANGOR, MAINE 04401
(207) 941-4570 FAX: (207) 941-4584

PORTLAND
312 CANCO ROAD
PORTLAND, MAINE 04103
(207) 822-6300 FAX: (207) 822-6303

FRESQUE ISLE
1235 CENTRAL DRIVE, SKYWAY PARK
FRESQUE ISLE, MAINE 04769
(207) 764-0477 FAX: (207) 760-3143

website: www.maine.gov/dep

1. PROJECT AREA DESCRIPTION AND PLANS FOR REVITALIZATION 1.a.

Overview of Brownfield Challenges and Description of Target Area

The Town of Lincoln (Lincoln), in Penobscot County, is a small, rural, northern Maine town with a population of 4,876 (2025 US Census). In 1883 Lincoln Pulp & Tissue (LP&T) acquired two sawmills and a tannery to establish a paper mill. For the next 130 years, the town and mill thrived as a result of our proximity to abundant and diversified forests and the Penobscot River, which provides an important transportation commerce corridor. During this period, people moved to our region and enjoyed prosperity and respectable jobs at the mill. With little economic diversity, LP&T was the region's largest employer and the economic bedrock.

In November of 2013, a boiler explosion caused catastrophic damage and spewed massive amounts of asbestos across the site. This contributed to financial hardships resulting in bankruptcy and permanent closure of the mill. LP&T's closing produced our largest regional brownfields (369 acres) and a domino effect, creating closures of other supporting businesses resulting in almost a dozen smaller brownfields. The closure of businesses in Lincoln led to a range of economic and environmental difficulties for the community. Most significantly, the challenge of revitalizing the local economy has become central to Lincoln's future.

The business closings resulted in the loss of jobs, a decrease in tax base resulting in reduced budgets for community services, blight from the abandonment of the mill site, a decline in other supporting businesses, an increase in crime, and a general lack of community morale. Redeveloping the LP&T site presents several key challenges that we are actively working to overcome. These include gaining a comprehensive understanding of our community's specific needs, thoroughly evaluating potential redevelopment opportunities, and defining a phased and strategic path forward. Removing barriers such as environmental contamination is critical to our efforts, as is securing the necessary funding and marketing to make our reuse vision a reality.

To address these challenges effectively, we are building a dynamic team comprised of ourselves (Sustainable Lincoln Corporation [SLC]), the other five non-profit owners of LP&T parcels, Lincoln, community members, and invested stakeholders. By fostering strong partnerships and encouraging active participation from all parties, we aim to expedite the redevelopment process and tackle obstacles directly as they arise. This grant will aid in overcoming these challenges by assisting in the redevelopment of LP&T that can provide jobs, tax base, pride, and economic support for a revitalized community.

1.b. Description of the Proposed Brownfield Site(s)

The LP&T site is near the heart of downtown Lincoln and adjacent to the Penobscot River as well as a portion of the Penobscot Indian Nation (PIN) Reservation. LP&T consists of over 60 buildings; aboveground and underground storage tanks (ASTs and USTs); and 15 solid waste disposal areas. The 369-acres are comprised of 13 subdivided parcels. These parcels now have various owners including five non-profit corporations, and the Town of Lincoln which are working together to clean up the mill and advance redevelopment. SLC is a nonprofit entity that acquired parcel 4A West (P4AW) in August 2025. P4AW is a 6.62-acre portion of LP&T adjacent to the western shore of the Mill Pond. P4AW has 7 buildings: the Pulp Mill, Electrical Substation, Lime Kiln, Wood Room, Fuel Shed, Hog Building, and Sawdust Blower. During an earlier foreclosure, salvage companies removed materials. This resulted in significant damage to

buildings with exterior walls removed to facilitate metal recovery. The damage caused roof collapse, flooding, and friable asbestos containing material (ACM) to become airborne. ACM transite exterior siding continues to fall from upper stories of buildings during high wind events creating falling and exposure hazards as they shatter upon hitting the ground. The buildings are no longer useful or safe, and the current aesthetic of LP&T is best described as apocalyptic.

A total of 89,940 square feet (sf) and 1,862 cubic yards of ACM were identified in 6 of the 7 buildings. A variety of universal and hazardous wastes with potential lead, mercury, and polychlorinated biphenyl (PCB) contents as well as 2 oil USTs were also identified. Over 500 sf of PCB impacts were detected in the Wood Room and outside the Pulp Mill.

1.c. Reuse Strategy and Alignment with Revitalization Plans

The goal of SLC for P4AW is to remove contaminants and complete redevelopment by creating the Maine Forest Products Innovation Park (MFPIP). MFPIP is a subpart of the larger Forest Bioproducts Advanced Manufacturing Tech Hub with a mission to transform Maine's forests into high-value, sustainable materials, replacing plastics and chemical products. This goal is the same for each of the LP&T parcels. We will take advantage of our proximity to abundant forests and a regional workforce that has generations of industry experience. It will be powered by a multi-source renewable energy platform. This plan aligns with Lincoln's Comprehensive and Revitalization Plan which identifies three goals for LP&T: 1) remove environmental issues and blight that restrict redevelopment; 2) secure funding for needed infrastructure improvements; and 3) attract and secure new business investment. This will create jobs and expand the tax base. The MFPIP design incorporates walking trails through an adjacent parcel to accommodate trails for accessing the Penobscot River and a bypass road that utilizes adjacent Parcel 5 as a truck access entrance to avoid added traffic on Main Street.

This plan evolved from multiple Town meetings with nearly unanimous support from all parts of our community including those underserved. Our reuse strategy for prospective businesses involves marketing clean and developable properties with access to infrastructure. This grant will allow us to build on our strategic redevelopment progress. It will increase our ability to clean up other parcels which will attract more businesses and direct and indirect jobs. It will expand our tax base and bring future prosperity for the entire region. It will also remove blight and discourage vandalism.

1.d. Outcomes & Benefits of Reuse Strategy.

Our small community is the center of our regional economy. New businesses will employ our citizens, provide catalysts for growth of current and new supporting business, and generate optimism. P4AW reuse strategy of removing contaminants for the creation of MFPIP is being implemented in conjunction with the Town for redevelopment of all LP&T parcels. MFPIP's first tenant, Biofine, is a bio-energy production company that uses cellulose from waste wood products to produce 100% renewable chemicals and carbon-negative biofuels. They plan to hire 470 employees and have signed a 20-year lease to use 85,000 sf of an existing building on over 12 acres of an adjoining LP&T parcel. Our second tenant, Form Energy, plans to construct the world's largest iron-air technology battery storage facility: an 85-megawatt sustainable energy facility that can power 60,000 homes, reducing dependence on imported fossil fuels. This will create 200 construction and 5-10 full-time jobs for MFPIP. This will be financed using a US

Department of Energy \$147,000,000 grant that they will match to allow our citizens to increase resilience by producing local energy.

A third parcel, formerly an excavated solid waste disposal area, has been converted into an asbestos consolidation area (ACA) for the disposal of ACM specifically for LP&T. ACM is the most predominant contaminant of concern. This disposal alternative significantly reduces cleanup costs as well as reduces transportation emissions. Once the ACA is at capacity, a 5-acre solar farm is planned for construction over the ACA.

In redeveloping the mill to MFPIP, we are investing in Maine's forest products industries which we anticipate will benefit the community directly and indirectly, by inducing household spending, reducing tax burden, increasing Town and school budgets, and attracting new opportunities. Maine's forest resources have long supported a forest-based economy. Maine forests are relatively resilient to predicted climate change. The MFPIP redevelopment plans will feature energy efficient cooling systems to offset increase temperatures and incorporate conservative stormwater management strategies to address increasing storm frequency.

1.e. Resources Needed for Site Characterization

Funding for the 3 remaining buildings to be sampled for ACM per Maine demolition requirements and any waste characterization shall be provided through Town of Lincoln's FY2025 Assessment grant. This funding opportunity will fulfill all characterization needs.

1.f. Resources Needed for Site Remediation

SLC has the support of Lincoln although with limited funding. The ACM beneficial reuse permit shall reduce transportation and disposal ACM costs. SLC believes this grant will provide the lion's share of funding, but, if necessary, will seek additional funding from the Eastern Maine Development Corporation (EMDC) and Maine Department of Economic & Community Development (MEDECD) Brownfields RLFs.

1.g. Resources Needed for Site Reuse

The effective redevelopment of LP&T is a significant undertaking and is anticipated to occur in a phased approach. With the assistance of Lincoln and the other parcel owners, the consortium has secured over \$17,000,000 with another \$8,900,000 pending. The funds are as follows (funds pending are in parenthesis): MEDECD cleanup loan and grant \$1,232,500 for an adjoining parcel which will house MFPIP's Biofine; Northern Border Regional Commission (NRBC) \$638,000, \$450,000 from Maine Rural Development Authority, (\$500,000) from Maine Technology Institute, & US Economic Development Administration (EDA) (\$3,760,000) to assist in building the MFPIP development center; Town of Lincoln's grant to provide economic development, engineering, and planning \$5,000,000; EMDC's RLF loan to clean up an adjacent parcel \$380,000; \$205,000 from Maine Development Foundation for planning; \$5,750,000 Brownfields Cleanup Grants for adjoining parcels, and Congressional Direct Spending (CDS) for MFPIP infrastructure for 2024 \$3,499,800 and for 2025 is awaiting Senate confirmation (\$4,500,000). We are also anticipating additional funding from: Town tax increment financing (TIF), State bonds, and New Market tax credit financing.

1.h. Use of Existing Infrastructure

Redevelopment of P4AW will reuse the following infrastructure: railroad; 3-phase power; natural gas distribution lines; fiber internet; local airport; Interstate 95 access; public water, and sanitary sewer connection.

2. COMMUNITY NEED AND COMMUNITY ENGAGEMENT 2.a. The Community's Need for Funding

Lincoln's 4,876 residents make less than one half the US household Median income creates funding challenges. Lincoln faces socio-economic challenges that underscore its designation as a disadvantaged community. The Social Vulnerability Index (SVI) for Lincoln is 0.91 (USDA overall), making it one of the most vulnerable in the nation. Securing adequate funding for environmental remediation and redevelopment remains a daunting barrier. Local revenues are constrained by the limited tax base. SLC does not have the financial capacity to support the cleanup. Funding for projects of this scale is scarce. The Brownfields program has proven success in removing contaminants which improves public health, spurs economic growth, creates new employment opportunities, and expands the tax base. This grant will enable the community to overcome barriers posed by high vulnerability and limited resources, while providing essential services and opportunities that will benefit current and future generations.

2.b Health or Welfare of Sensitive Populations

This grant will make substantial improvements to both the health and welfare of the target community, with particular benefits for low-income families, children, older adults, and pregnant women residing near P4AW. The funding will facilitate redevelopment of the site, create new employment opportunities, and increase local tax revenue. In addition, it will address health risks associated with on-site contaminants by reducing exposure for visitors and future workers at P4AW. Currently, youth are especially vulnerable, as the abandoned site attracts children who may engage in vandalism and subsequently face exposure to asbestos and other hazardous substances. Adult trespassers, often individuals with limited income, education, and lacking health insurance, frequently attempt to salvage remaining materials, further increasing their risk. The area is also used for illicit drug activities. These historically underserved populations have less access to healthcare and face higher risk of disease due to contaminant exposure. Remediation will remove pathways to exposure and promote positive redevelopment, reducing crime and vandalism in the process. Many individuals with low incomes face a poverty trap or limited labor mobility due to the financial barriers associated with relocating to regions offering better employment opportunities.

Health Statistics for Penobscot County Shared Community Health Needs 2025				
Data for the year 2022	Lincoln*	Penobscot County	Maine	US
Median Household Income	\$33,750	\$59,438	\$68,251	\$75,149
Unemployment Rate	2.9%	2.9%	3.1%	3.6%
Individuals Living in Poverty	19.9%	13.4%	10.9%	12.5%
Children Living in Poverty	12%	14.8%	13.4%	12.4%
65+ Living alone	NA	31.2%	29.5%	27.2%
High School Student Graduation	79.3% **	86.5%	87.3%	87%
Food insecurity	NA	14.3%	13.0%	13.5%

*-Data USA, **-Lincoln public school record, 2023

2.c Greater Than Normal Incidence of Disease and Adverse Health Conditions

This grant award will address health risks related to the migration of asbestos and exposure to oil and PCBs. Remediation of these contaminants will enable the safe demolition of derelict buildings and improve the well-being of the adjacent low-income residents, trespassing youth, and future employees of Biofine and Form Energy. The target community is predominantly low-income, confronts educational barriers, and has a high proportion of uninsured individuals. Furthermore, the residents have increased rates of drug overdose and cancer mortality. In 2017, Maine ranked sixth nationally for opioid overdose deaths, with a rate of 29.9 per 100,000 people annually compared to the national average of 14.5 (National Institute of Drug Abuse, 2019). Studies and local accounts show that Maine mill workers have a higher incidence of certain cancers compared to the general population. This elevated risk has been linked to exposure to industrial chemicals, such as dioxins and asbestos, used in paper productions. Data recently released by the National Institute for Occupational Health and Safety, show that Maine has the highest death rate in the nation from mesothelioma (a form of cancer caused by asbestos). The most vulnerable residents reside in neighborhoods near the mill and endure socioeconomic challenges. The contamination has contributed to ongoing health issues among Lincoln residents.

Health Statistics for Penobscot County Shared Community Health Needs 2025			
Data for the year 2022	Penobscot County	Maine	US
Drug overdose death per 100,000 population	62.0	37.3	21.5
Overall Death Rate per 100,000 population	905.8	844.3	715.2
All Cancer deaths per 100,000 population	169.5	159.9	144.1
Lung Cancer Deaths per 100,000 population	45.9	40.2	31.8
Heart Attack Deaths per 100,000 population	29.6	24.6	26.8
Diabetes Deaths per 100,000 population	29.6	25.2	25.4
Suicide Deaths per 100,000 population	17.6	18.3	14.1
Asthma (adults)	13.4%	11.6%	9.8%
Lifetime Depression	23.6%	23.0%	19.5%
Life Expectancy	76.1	78.6	77.5

2.d. Economically Impoverished/Disproportionately Impacted Populations

The closing of LP&T eliminated thousands of jobs which devastated household incomes and gutted the regional tax base. Statistics show that the Lincoln residents still suffer disproportionately from the contamination and loss of jobs. Building upon these realities, targeted mitigation is essential to correct historical harms. Community led inclusive redevelopment will restore the health and economy of these most impacted residents.

This grant will provide funding for educational public meetings to discuss environmental concerns and develop strategies to reduce on-going exposure to cancer causing contaminants. It will lead to job creation and increased income. This will allow residents to obtain better housing and healthcare. Because the ill-health of rural people is linked (at least in part) to higher rates of poverty, rural economic development is a key component for offsetting this disparity. We believe MFPIP is our best strategy to increase rural economic and employment growth. It will reverse blight, remove contamination risks, increase the tax base, and provide the community with hope

for a more prosperous future. Anticipated new development will cater to the disadvantaged community living near the site that needs the type of jobs that already match their skill set.

Moody's Analytics identifies Maine as one of 22 states in recession. A major factor is the 35% tariff on imports from Canada, Maine's largest trading partner and major source of tourism. In August 2025, Maine's exports were down 29%. Maine's annualized GDP grew only 2.4% in the second quarter of 2025, leaving Maine's economic growth 40th in the U.S.

2.e. Project Involvement & 2.f. Project Roles

We will convene a steering committee that includes representatives from our underserved community. Members will be selected through an open nomination process, with final selection based on demonstrated commitment to community redevelopment and diversity of perspectives. They will provide grant assistance and efforts to plan for site redevelopment. All citizens will have the right to participate at every level of decision-making. SLC will facilitate regular public forums, provide translation services, and ensure accessible meeting times.

Town of Lincoln Ruth Birtz, Town Economic Development Administrator, p.207-794-3372 Ext 3 ruth.birtz@lincolnmaine.org shall be a key driver behind the development of MFPIP. She will provide significant support for all aspects of this grant. Ruth knows the majority of the stakeholders and is very familiar with many residents located near the mill and in the community. All community engagement meetings will take place at the Town office.

Forest Opportunity Roadmap/Maine (FOR/Maine) James Beaupre, University of Maine (Co-Chair) p. 207-581-1345 james.beaupre@maine.edu will conduct a unique cross-sector collaboration between industry, communities, government, education, and non-profits, to ensure that Maine strategically adapts and capitalizes on our leading role in the global forest economy and support prosperity in our state. FOR/Maine's primary goal is to strengthen and optimize wood products manufacturing, enhance Maine's standing for new capital investment in the forest products industry, and accelerating innovation in forest products. He will be actively planning and seeking new business to occupy the site.

Eastern Maine Development Corporation (EMDC) Jennifer King, COO p. 207 974-3238 jking@emdc.org. EMDC is a Certified Development Company (CDC), a Micro-Enterprise Development Organization (MDO), and a certified SBA Lender. EMDC offers resources that enhance access to capital alternative financing. EMDC provides a range of commercial lending services and will provide a key role in attracting and financing potential development of MFPIP.

SLC will maintain a partnership with the **Penobscot Indian Nation** Sean O'Brien, Brownfields Program Coordinator, p. 207 817-7338 Sean.O'Brien@penobscotnation.org. SLC will have a tribal representation to collaborate with our redevelopment efforts and provide insights to develop the trail system and boat launch for the Penobscot River access.

2.g. Incorporating Community Input

SLC shall collaborate with Lincoln to advertise and conduct meetings at the town office. We will also conduct neighborhood and in-person public meetings with the options to participate on-line through Zoom or one-on-one meetings for those most impacted by the cleanup and redevelopment. Community concerns and questions can be answered during these meetings, and we will provide a means to forward written and oral questions through the Lincoln website, social media, the telephone, face-to-face conversations, and traditional media. A repository of all meeting notes, comments and responses, and documents will be available at the Town office. SLC will have our QEP and knowledgeable stakeholders at all meetings to provide information and conduct informed responses to community questions about each aspect of our cleanup and redevelopment. We anticipate that the community feedback and suggestions received may alter our anticipated activities but will allow cleanup and redevelopment that will best serve the community. Meetings will take place prior to and after remediation and at appropriate times to discuss options and updates. The meetings will be designed to convey useful data regarding environmental conditions, strategies for reducing human exposures to contaminants, cleanup plans, and redevelopment options.

3. TASK DESCRIPTIONS, COST ESTIMATES, AND MEASURING PROGRESS

3.a Proposed Cleanup Plan

Our QEP will oversee all cleanup. Costs to complete the cleanup are based on the draft ABCA. This cost factors in the 30% cost reduction due to the approval of the on-site ACA. All universal and potentially hazardous waste will also be removed to licensed facilities at an estimated total cost of \$22,000. Following remedial operations, the QEP will draft closure reports. Costs for all the management and reporting are included in the budget.

Our QEP will draft a final ABCA, remedial action plan, QAPP, and bid specifications for cleanups. Once the most qualified and cost-effective cleanup contractors are selected, cleanup will be conducted. Our QEP will oversee all cleanup. ACM cleanup includes: Wood Room, Millwright Shop, Pulp Maintenance, Pulp Mill, Lime Kiln, and Electrical Sub-station. Costs to complete the ACM cleanup are estimated at approximately \$3.76 M. PCB -impacted soil and building materials are estimated at (\$125/ton at 29.5 tons) + labor and equipment (\$28,000) to re-test, excavate, dispose, and report on the cleanup. The oil equipment ASTs and petroleum-impacted soil will be cleaned up at an estimated cost of \$17,000.

<p><u>3.b. Description of Tasks/Activities and Outputs</u> All of the tasks and costs described below are to be completed using the approved Cleanup Grant. If additional funding is necessary, SLC will seek additional funding from either the EMDC or MEDECD Brownfields RLFs. Task 1: Cooperative Agreement Oversight and Community Outreach</p>
<p><u>3.b.i. Project Implementation:</u> SLC will procure a QEP and cleanup contractors in accordance with applicable procurement rules and regulations, including 2 CFR 200, 2 CFR 1500 and 40 CFR 33. SLC, will oversee all the required reporting including submittal of 4 years of ACRES updates & quarterly reports, M/WBE achievements, and final project reporting. The QEP will assist us with grant management, project oversight, community engagement and notification including the drafting of a Community Relations Plan (CRP). We will travel for State & National Brownfields Conferences, as well as other relevant training during the four-year grant period. We will conduct community engagement meetings for town residents and</p>

interested stakeholders at significant project milestones. We will use our network to inform the public and update community bulletin boards, our website, and social media sites.
<u>3.b.ii. Anticipated Project Schedule:</u> Four-year duration of the grant ongoing quarterly and at significant milestones for public meetings. In year one, the QEP will be hired during Q1 and public meetings will be held in Q2. Community meetings will take place to discuss each cleanup and redevelopment phase. This will include redevelopment planning and important updates. All grant reporting will take place throughout the grant duration.
<u>3.b.iii. Task/Activity Lead(s):</u> SLC's Project Director (ProD), with the assistance of a QEP
<u>3.b.iv. Output(s):</u> Attendance at least 2 national and or state Brownfields conferences; issue an RFP for a QEP services and contract with selected QEP; Conduct up to 4 community meetings following our CRP, complete ACRES quarterly reports (16), MBE/WBE, and closure report.
Task 2: Environmental Reporting and Engineering
<u>3.b.i. Project Implementation:</u> The SLC ProD will oversee work performed by the QEP which will include preparation of a Remedial Action Plan (RAP) & PCB RAP, final ABCA, QAPP, four RFPs needed to select qualified cleanup contractors and four contracts with selected contractors; entry of the site into the Maine Voluntary Response Action Program (VRAP), cleanup closure final project with demonstrating that cleanups met all project objectives.
<u>3.b.ii. Anticipated Project Schedule:</u> Duration of the 4-year grant, but primarily within 1 year
<u>3.b.iii. Task/Activity Lead(s):</u> QEP under the oversight of the SLC ProD
<u>3.b.iv. Output(s):</u> RFPs (4); Cleanup Contractor Agreements (4); RAPs (2); final ABCA; QAPP; VRAP submission; Cleanup Reports (4)
Task 3: ACM Removal
<u>3.b.i. Project Implementation:</u> QEP to oversee asbestos abatement disposal contractors, that will perform removal and transport of ACM to assure compliance with project plans and applicable rules; post-cleanup testing and documentation of cleanup effectiveness.
<u>3.b.ii. Anticipated Project Schedule:</u> Duration would be Q3 to Q10 of the grant.
<u>3.b.iii. Task/Activity Lead(s):</u> QEP, and SLC ProD oversee Cleanup Contractor
<u>iv. Output(s):</u> Remediation of ACM (5,680 linear feet thermal insulation); (89,940 ft ² of flooring & wall paneling), & (1,862 CY of ACM debris). Complete documentation of cleanup and proper management, transportation and disposal of all cleanup wastes.
Task 4: U Waste, Oil, & PCB Cleanup
<u>3.b.i. Project Implementation:</u> A properly procured and licensed cleanup contractor(s) will perform removal and transport of waste and petroleum & PCB-impacted materials and soil. QEP to oversee and document cleanup activities to assure compliance with project plans and specifications and applicable rules and guidance.
<u>3.b.ii. Anticipated Project Schedule:</u> Duration Q3-Q5 of the grant
<u>3.b.iii. Task/Activity Lead(s):</u> QEP, and SLC ProD oversee Cleanup Contractor (s)
<u>3.b.iv. Output(s):</u> Removal of oil, Univ. & Haz- wastes, and 29.5 tons of PCB-impacted wastes; complete documentation of proper waste management, transportation and disposal.

3.c. Cost Estimates:

Estimates are based on two experienced QEPs that have worked at LP&T.

Task 1: Cooperative Agreement Oversight and Community Outreach &Engagement: All rates include fringe Steve Perry, Vicki Rusbult, and Kathy Moison are SLC board members. Moison 166 hrs x \$100.00 = \$16,600.00, Perry 130 hrs x \$100 = \$13,000; Brownfields conferences

(\$3,300 = \$1,300 airfare & car, \$2,000 hotel and food for 2). Miscellaneous supplies and postage \$270.20. QEP time to assist with meetings, closure report, Qrtly reports, and ACRES updates \$32,000.

Task 2: Environmental Reporting and Engineering: Rusbult & Moison 24 hrs x \$100.00 = \$2,400, Perry 14hrs x \$100= \$1,400; QEP time to draft RFPs (3); RAP (1); final ABCA (1); QAPP (1); Cleanup Reports (3) \$30,000.

Task 3: ACM Removal and Disposal: Perry 18 hrs x \$100 = \$1,800 and Rusbult & Moison 30 hrs x \$100.00 = \$3,000; QEP to oversee ACM removal (1,154 SF) remedial and disposal costs of \$3.7M. **U Wastes, Oil, & PCB Cleanup:** Rusbult 64hrs x \$100 = \$6,400; QEP to oversee and excavation and disposal of PCB materials (29.5 tons), disposal of oil USTs & U & Haz wastes (126 tons) \$120,000.

Task 4: Administrative Costs: Rusbult, Moison, & Perry 120 hrs x \$100 = \$12,000

Budget	Agreement Oversight and Community Outreach	Environmental Reporting and Engineering	ACM, Oil, U & Haz Waste, and PCB Cleanups	Admin Costs	Total
Personnel	\$29,600.00	\$3,800.00	\$11,200.00	\$12,000.00	\$56,600.00
Fringe Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$3,300.00	\$0.00	\$0.00	\$0.00	\$3,300.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$270.20	\$0.00	\$0.00	\$0.00	\$270.20
Contractual	\$32,000.00	\$30,000.00	\$120,000.00	\$0.00	\$182,000.00
Construction	\$0.00	\$0.00	\$3,757,829.80	\$0.00	\$3,757,829.80
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Costs	\$65,170.20	\$33,800.00	\$3,889,029.80	\$12,000.00	\$4,000,000.00
Indirect Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Budget	\$65,170.20	\$33,800.00	\$3,889,029.80	\$12,000.00	\$4,000,000.00

3.g. Plan to Measure and Evaluate Environmental Progress and Results

SLC and the QEP will use an electronic calendar to track project tasks, outputs, and schedules. Activities include outreach meetings, hiring, environmental reports, site cleanup, redevelopment planning, job creation, tax base growth, and local employment. Monthly reviews by Mr. Steve Perry and the QEP will assess progress and adjust milestones as needed. The grant is expected to be completed in four years, with ongoing tracking through ACRES and quarterly reports. Community feedback and comments on the schedule will also be solicited.

4. PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE 4.a. Organizational Structure 4.b. Description of Key Staff

SLC's President, Steve Perry will work with Vicki Rusbult, the Project Director, and Cathy Moison to manage the Cooperative Agreement. Ruth Birtz will also consult, but will not charge to the grant. Ms. Birtz has managed three Brownfields grants for the Town of Lincoln. Ms. Rusbult will manage drawdowns, vendor payments, financial reporting and other financial materials. She has previously worked for EMDC managing their Brownfields Community Wide Assessment and Revolving Loan Fund Grants. Ms. Moison, who is a member of the Lincoln Town Council and a SLC board member will assist in community engagement and providing assistance to Mr. Perry and Ms. Rusbult. Mr. Perry will provide overall support and leadership to the team and will manage all aspects of the grant which includes adhering to 40 CFR 30, 2 CFR 200, and 2 CFR 1500 and ensuring that the grant's Terms and Conditions are fulfilled. A QEP will also assist in grant management.

SLC is a nonprofit corporation focused on redevelopment of the former LP&T in Lincoln. Mr. Perry is a retired chief engineer for H E Sargent Company in Old Town Maine. He was the project lead on many of H E Sargent largest construction contracts. He brings more than 30 years of experience to redevelopment at the former mill site. His knowledge of bidding, contracts, and project management is an asset to ongoing remediation and development work at LP&T.

Ms. Rusbult has a Doctorate of Education/Educational and Transformative Leadership from the University of New England. She has more than 44 years' experience in project and grants development and management in the fields of economic development, community planning, transportation, and healthcare. She formerly worked for EMDC, where she oversaw administrative and compliance functions, community and regional economic activities, and provided technical assistance for infrastructure planning and development. She led EMDC's grants development and provided one-on-one support to communities and non-profits seeking grant funds and business services.

4.c. Acquiring Additional Resources

By consistently monitoring the project schedule and milestones, SLC's Project Director and the QEP will be able to assess whether additional expertise or resources are necessary for successful project completion. If required, appropriate resources will be engaged in full compliance with federal regulations, including 2 CFR 200, 2 CFR 1500, 40 CFR 33, and all applicable EPA solicitation clauses. Lincoln is committed to encouraging and soliciting bids from qualified local businesses for services.

4.d Currently Has or Previously received an EPA Brownfields Grant 4.d (1) Purpose and Accomplishments

SLC was awarded a \$400,000 cleanup grant in FY2025 for LP&T Parcel 5. SLC is in the process of finalizing our contract and hiring a QEP to conduct the cleanup which is anticipated to be completed in July 2027.

4.d.(2) Compliance with Grant Requirements

SLC has complied with all grant requirements.

B. Threshold Criteria for Clean-up Grants

- (1) Applicant Eligibility
 - a. Sustainable Lincoln Corporation (SLC) is a 501 (c) (3) non-profit corporation and is eligible for award. Articles of Incorporation are attached.
 - b. SLC is not exempt from Federal Taxation under section 501(c)(4)

- (2) Previously Awarded Cleanup Grants-SLC acquired a EPA Brownfield Cleanup Grant (\$400,000) FY25 for Parcel 5 of the Lincoln Pulp & Tissue (LP&T) Complex. Once the contract is executed, SLC will put out a bid for soliciting a Qualified Environmental Professional (QEP).

- (3) Expenditure of Existing Multipurpose Grant Funds-SLC does not have a Multipurpose Grant.

- (4) Site Ownership- The Subject Property, a 6.62-acre sub-parcel referred to as Parcel 4A West, located within the LP&T was acquired by SLC from Lincoln Mill Environmental Recovery Corp on August 19, 2025 and registered in the Penobscot County Registry of Deeds, Book 17610, Page 346.

- (5) Basic Site Information
 - a. Parcel 4A West
 - b. 50 Katahdin Avenue, Lincoln, Maine 04457

- (6) Status and History of Contamination at the Site
 - a. Hazardous and or Petroleum Contamination: The site is contaminated by both hazardous substances and petroleum; however, primarily hazardous.

 - b. Operational History and Current Use: In 1883 Lincoln Pulp & Tissue (LP&T) took over two former sawmills and a tannery to establish a pulp and paper mill. The LP&T site consists of 369-acres near the heart of downtown Lincoln and adjacent to the Penobscot River as well as a portion of the Penobscot Indian Nation (PIN). The Mill Complex was reportedly developed in 1883 to process black ash/soda (sodium carbonate). In 1893 the process was converted to sulfite pulp and the acid plant's sulfur burner & filter plant was constructed. The Filter Building designed to treat process water prior to discharge to the stream, was constructed in 1929. In 1958, Kraft paper was introduced to the mill and the current Pulp Mill (Building #10) was completed. The facilities wastewater treatment plant began functioning sometime between 1972 and 1975.

The LP&T mill was closed in 2015. Following the closure, EPA conducted remedial activities including, but not limited to, the removal of a variety of wastes, two petroleum aboveground storage tanks (ASTs), and caustic residue within various ASTs. In 2019, a recycling contractor dismantled and transported off-site recyclable materials. Building materials and equipment were demolished and discarded for access to the recyclable materials. Therefore, the condition of the site is poor with debris scattered throughout, buildings no longer habitable, and damaged tanks no

longer usable. With the exception of Phase II investigations under the Town of Lincoln Site Specific Brownfield Assessment grant being conducted, Parcel 3 West has been idle.

- c. Environmental Concerns: Asbestos containing materials (ACM) testing was conducted at the time of the Phase II Environmental Site Assessment (ESA) for all on-site buildings with the exception of the Pulp Mill, Wood Room, and Pulp Office due to enormous scale and safety issues. It was previously documented by a 2016 Hazardous Materials Inventory that the Pulp Mill and Wood Room were grossly contaminated with friable asbestos and therefore assumed to be positive but without the adequate state and NESHAP sampling requirements for demolition. Additional ACM sampling to meet these requirements will be funded by the Town of Lincoln's Community Wide Assessment grant awarded in FY25.

Polychlorinated biphenyls (PCBs) were detected above 1 milligram per kilogram (mg/kg) at two former transformer locations and in caulk located around the doors and windows of the Wood Room building.

- d. How the Site Became Contaminated and Extent of Contamination: The 100+ years of industrial use at the site as a paper mill and the lack of any regulatory guidelines for many of those years has resulted in releases of hazardous substances and petroleum products through storage, transfer, overfills, damage, and or other means of releases. The ACM is predominant throughout all LP&T buildings and was a common building material used during the construction of these buildings. PCB impacted caulk was discovered around the doors and windows of the Wood Room Building during a Hazardous Waste Inventory conducted in 2016. PCB sampling at former transformer locations throughout LP&T during the site-specific Brownfield Assessment Phase II ESA revealed PCB impacts outside the Pulp Mill and inside the Wood Room.

(7) Brownfield Site Definition

- a. Parcel 4A West or any other portion of the former Lincoln Pulp & Tissue site is not listed or proposed for listing on the National Priorities List.
- b. Parcel 4A West or any other portion of the former Lincoln Pulp & Tissue site is not subject to unilateral administrative orders, court orders, administrative orders on consent, or judicial consent decrees issued to or entered into by parties under CERCLA
- c. Parcel 4A West or any other portion of the former Lincoln Pulp & Tissue site is not subject to the jurisdiction, custody, or control of the US government

(8) Environmental Assessments Required for Cleanup Grant-Phase I ESA, for the entire LP&T site dated July 8, 2019

Phase I ESA for Parcel 2, 4A, and 4B, dated September 20, 2022

Parcel 4 Lincoln Paper and Tissue Mill Site Specific Quality Assurance Project Plan, dated May 17, 2021.

Phase II Environmental Site Assessment Parcel 4, Lincoln Pulp & Tissue, dated October 7, 2021.

Analysis of Brownfields Cleanup Alternatives, Parcel 4 West, Lincoln Pulp & Tissue, 50 Katahdin Avenue, Lincoln, Maine, dated October 15, 2025

All reports prepared by Campbell Environmental Group, Inc. and Phase II ESA met ASTM 1903-19 requirements.

(9) Site Characterization

- a. Not applicable, SLC is not a State or Tribal Environmental Authority
- b. i. (a) See attached letter from Christopher Redmond, of the Maine Department of Environmental Protection Voluntary Response Program. A copy of the draft VRAP No Action Assurance Letter is attached. (b) The site is eligible (c) Some ACM testing will be needed to meet State demolition requirement.
- b. ii SLC will utilize the Town of Lincoln Community Wide Assessment grant awarded FY25 for additional characterization of ACM.
- c. Not applicable, the site is eligible.

(10) Enforcement or Other Actions-There are no known ongoing or anticipated environmental enforcement or other actions related to the site for which Brownfields Grant funding is sought.

(11) Site Requiring a Property-Specific Determination

We have reviewed Section 1.5 in the Information on Sites Eligible for Brownfields Funding under CERCLA 104K and confirmed that a Property-Specific determination is not required.

(12) Threshold Criteria Related to CERCLA/Petroleum Liability

a. Property Ownership Eligibility information for Hazardous Substances Sites

- i. Exemption to CERCLA Liability
 - (1) Indian Tribes-Not Applicable
 - (2) Alaska Native Village Corporation and Alaska Native regional Corporation-Not Applicable
 - (3) Property Acquired Under Certain Circumstance by Units of State and Local Government-SLC acquired P4AW through a voluntary transfer from non-profit entity, Lincoln Mill Environmental Recovery Corporation (LMERC) who obtained it from Park Avenue Redevelopment, LLC on May 2024 Book 17149, Page 255 who obtained it from a Bankruptcy Deed Free & Clear of Liens from LP&T Book 14772, Page 22.
- ii. Exceptions to Meeting the Requirements for Asserting an Affirmative Defense to CERCLA Liability
 - (1) Publicly Owned Brownfield Sites Acquired Prior to January 11, 2002-Not applicable
- iii. Landowner Protections from CERCLA

- (1) Bon Fide Prospective Purchaser Liability Protection
 - (a) Information on the Property Acquisition- Deed attached
 - (i) Town of Lincoln acquired the property through a combination of bankruptcy and tax delinquency prior to transferring the property to LBDC.
 - (ii) Acquired by LBDC on November 7, 2023.
 - (iii) LBDC has Sole Ownership of parcel P3W. Deed is attached.
 - (iv) Acquired property from the Town of Lincoln
 - (v) No affiliation with the Town of Lincoln other than some collaboration on the redevelopment of LP&T.
 - (b) Pre-Purchase Inquiry
 - (i.) An ASTM and AAI compliant Phase I was completed by Campbell Environmental Group, Inc. on November 1, 2023
 - (ii.) The report was prepared by Richard Campbell, a Qualified Environmental Professional.
 - (iii.) The Phase I ESA was conducted within 180 days of our acquisition of the property.
 - (c) Timing and/or Contributions Towards Hazardous Substances Disposal
EPA conducted a removal of hazardous waste for the LP&T site from 2018-2019 prior to LBDC acquisition. LBDC has not caused or contributed to any release of hazardous substances at the site. We have not, at any time, arranged for the disposal of hazardous substances at the site or transported hazardous substances to the site.
 - (d) Post-Acquisition Uses; Since acquiring the property through the present, no onsite activities are known to have occurred or have been authorized.
 - (e) Continuing Obligations: Describe in detail the reasonable steps you took with respect to hazardous substances found at the site to:
 - (i) there have been no continuing releases to our knowledge, Town staff often monitor the site;
 - (ii) prior hazardous material removal was conducted by EPA and regular inspections are conducted to secure any remaining containers awaiting future removal;
 - (iii) as a result from securing the site from vehicle traffic, police patrol, and posting signage; we have prevented and limited exposure to any previously released hazardous substance.

Affirming Commitment to:

- (i) We will comply with any land use restrictions and not impede the effectiveness or integrity of any institutional controls;
- (ii) We will assist and cooperate with those performing the cleanup and provide access to the property;

- (iii) We will comply with all information requests and administrative subpoenas that have or may be issued in connection with the property; and
 - (iv) We will provide all legally required notices.
 - iv. Sites with Hazardous Building Material that is not Released into the Environment-Not applicable.
- b. Property Ownership Eligibility-Petroleum Sites: Not applicable

(13) Cleanup Authority & Oversight Structure

a. Cleanup Oversight

LBDC will contract with a Qualified Environmental Professional (QEP) to oversee the cleanup process and retention of qualified remediation contractors. We anticipate hiring a QEP within 2 months of the grant award to assist with all aspects of the cleanup process including but not limited to public outreach, technical reporting, procurement, oversight, ACRES reporting, MEDEP Voluntary Response Action Program (VRAP) and regulatory agency communications. The QEP will be selected based on an RFP process consistent with the applicable competitive procurement provisions. The selected QEP will work in concert with LBDC Administrator. Cleanup oversight will also be provided by State authorities as Parcel 3 submitted a MEDEP VRAP application on March 30, 2021.

b. Plan to acquire access to adjacent properties

The Site is bordered by three other LP&T parcels (Parcel 4, Parcel 3 East, and the Exclusion Zone) to the east, north, and west. LBDC is collaborating with all LP&T parcel property owner entities for the overall success of the future Maine Forest Products Innovation Park (MFPIP). The Town of Lincoln, our most invested stakeholder, is proposing a truck bypass that will detour truck traffic away from the main road artery to the downtown area providing access to MFPI through the western portion of LP&T.

Should we need to acquire access to adjacent properties as part of our cleanup efforts, a representative of LBDC and or our partner, Town of Lincoln, will personally contact adjacent property owners and negotiate any appropriate conditions and or compensation.

(14) Community Notification

a. Draft Analysis of Brownfields Cleanup Alternatives

A draft ABCA was prepared by Campbell Environmental Group of Falmouth Maine. The ABCA was reviewed by MEDEP VRAP personnel and appropriately summarized the Site, contamination issues, cleanup standards, and applicable laws. It also evaluated cleanup alternatives including information on the effectiveness, implementability, resilience to potential extreme weather events, cost, and reasonableness. A copy of the draft ABCA has been attached to this submittal.

b. Community Notification Ad

A community notification was placed on the Town website (lincolmaine.org) and Facebook on October 15, 2025. The notification indicated that a copy of the grant application and draft ABCA(s) was available for public review and comment; indicated how to comment on those documents, where the draft application was located, and provided the date, time, and location of a public meeting to discuss the documents and proposed project. The notification was issued more than two weeks (14 days) prior to our submittal of this application.

c. Public Meeting

A public meeting to discuss the draft application (including ABCA) and consider public comments prior to submittal of this application was held on October 22, 2025 at 5:30 pm at the Town Office, 29 Main Street, Lincoln. A summary of the public comments, meeting notes, and meeting sign-in sheet have been attached to this submittal.

d. Submission of Community Notification Documents

Documentation associated with our Community Notification Ads and subsequent Public Meeting are attached to this submittal. Attachments include;

- A copy of the draft ABCA(s);
- A copy of the screenshots of the notification on our website
- A summary of the comments received;
- Our response to public comments;
- A summary from the public meeting; and
- meeting sign-in sheet/participant list.

(15) Named Contractors and Subrecipients

Not Applicable. Lincoln Biobased Development Corp has not named or selected any contractors or subrecipients to conduct work proposed in this application.