



Town of Hampden
Planning and Development Committee
Wednesday June 6, 2018, 6:00 pm
Council Chambers
Agenda

1. Approval of April 18, 2018 Minutes
2. Committee Applications: None
3. Updates:
 - A. MRC/Fiberight
 - B. Staff Report
4. Old Business: None
5. New Business: None
6. Zoning Considerations/Discussion:
 - A. Review of Proposed Amendments to Zoning Ordinance; referred from Planning Board (via Town Council) with recommendation "Ought to Pass"
7. Citizens Initiatives
8. Public Comments
9. Committee Member Comments
10. Adjourn



Town of Hampden
Planning and Development Committee
 Wednesday April 18, 2018, 6:00 pm
 Municipal Building Council Chambers
Minutes - Draft

Attending:

Committee/Council

David Ryder - Chair
 Dennis Marble
 Terry McAvoy
 Ivan McPike
 Steve Wilde

Staff

Karen Cullen, Town Planner
 Myles Block, Code Enforcement Officer
 Jared LeBarnes, Building Inspector
 Chief Joe Rogers, Public Safety Director

Public

Eric Jarvi

Chairman Ryder called the meeting to order at 6:00 pm.

1. Minutes for the March 21, 2018 meeting – **Motion** to approve as submitted made by Councilor McAvoy; second by Councilor Marble; carried 5/0/0.
2. Committee Applications: None
3. Updates:
 - a. MRC/Fiberight: Planner Cullen noted the recent email from MRC in the packet, including the statement that "...MSW is being diverted, as contractually agreed, to Crossroads Landfill and Juniper Ridge Landfill." CEO Block noted they now have a Facebook page and are posting photos of the construction progress.
 - b. Staff Report: Planner Cullen noted the planning projects listing in the packet has been updated and added there are no pending applications before the planning board.
 - c. Adult Use Marijuana update: Planner Cullen noted the legislation has just been passed by the house and senate, but it is expected the Governor will veto it. It is believed the legislature will have the votes to override his veto. If it does become law, the state agencies involved will need to prepare their rules. At that point we can begin local discussions on how to regulate the industry in Hampden. She noted adult use marijuana establishments are the currently prohibited under our moratorium, and will continue to be prohibited under the zoning ordinance once the zoning amendments are adopted and become effective, expected to be in July. She added there is legislation going through regarding medical marijuana, and will provide an update on that in June.
4. Old Business: None.
5. New Business:

DRAFT

- a. Recent changes to MUBEC: Building Inspector LeBarnes and CEO Block gave an update on the recent changes to the building and energy code. The majority of the changes are updated language, clarification, and incorporating language from other code books to make it easier to find what you need. They noted the energy code has not changed. They also noted a new section dealing with tiny homes has been added. Discussion on who has to follow MUBEC; all towns over 4,000 population must use it and others have the option to use it. For towns that don't, there are issues with financing with VA loans which require building inspections or a 10 year builder warranty. It was also noted no permit is needed for structures under 200 square feet. CEO Block noted such structures still need to be outside of the floodplain.
 - b. Property Maintenance: Planner Cullen noted the memo in the packet and said staff continues to get complaints regarding some properties in town, and wanted to provide an opportunity to residents to discuss this issue with the committee. No residents were in attendance to discuss the issue. Planner Cullen and CEO Block noted the problems with property maintenance ordinances are that they create a lot of work for the enforcement team and currently the town does not have the resources to handle it. After discussion the consensus of the committee was to not pursue enactment of a property maintenance ordinance at this time.
6. Zoning Considerations/Discussion: Planner Cullen reported on the progress of the project. The Planning Board will hold their last workshop on Monday April 23. She reviewed the schedule and said the public hearing with the Planning Board will be on May 9 and 15 (if necessary). After discussion the committee decided to have the proposed zoning amendments go directly to the P&D Committee on June 6, and to Town Council for public hearing June 18, with an effective date of July 18 (assuming the amendments are adopted that night). Planner Cullen noted the Planning Board will release the proposed ordinance amendments and the brochures for publication on the town's website and in print at the town offices by April 26th. Committee members thanked staff and the planning board for this work and noted they see a significant difference in how work is progressing from a couple of years ago.
 7. Citizen Initiatives: None.
 8. Public Comments: None
 9. Committee Member Comments: None
 10. Adjournment: Motion to adjourn the meeting at 6:30 pm made by Mayor McPike, seconded by Councilor Wilde; motion carried 5/0/0.

Respectfully submitted by
Karen Cullen, Town Planner

DRAFT

CP Group to Provide Advanced Recovery Facility for Fiberight

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Fiberight to construct state-of-the-art MSW refinery

(PRWEB) APRIL 19, 2018

CP Group, based in San Diego, CA, will install an advanced material recovery facility and front-end system for Fiberight's state-of-the-art waste processing facility.

The Hampden, Maine facility is a fully functioning commercial application of Fiberight's proprietary technology that upgrades MSW into refined energy and industrial products. A 144,000 square foot building is currently under construction and will begin receiving equipment this summer. The material recovery facility will start up by fall 2018; upgrading processes will be commissioned shortly thereafter.

Fiberight has been working with the Municipal Review Committee (MRC) of Maine since 2013. In February 2015, the MRC approved a development agreement with Fiberight to process 180,000 tons per year of MSW from 83 municipalities and public entities pursuant to a 15-year contract. In January 2018, Fiberight announced the completion of \$70 million in project financing for the plant.

The Fiberight facility will feature the latest generation of machinery and technology from the CP Group to recover recyclable commodities and prepare residual waste for further processing on-site. Fiberight anticipates landfill diversion of up to 80%, including recovery of metal, plastic, OCC and other commodities for beneficial re-use or recycling. Other commodities to be recovered include contaminated cellulose, food waste and other organic materials that may be converted into biomass, sugars, market pulp, and biogas.

Terry Schneider, CEO and President of CP Group, says, "We are very honored to be a part of this groundbreaking technological advancement with the Fiberight team. Their forward-thinking approach could change the way the industry processes waste, particularly fiber. We look forward to beginning installation and getting this facility into operation."

The Hampden facility features a CP Trommel Screen with bag-opening knives, a steel-disc CP OCCScreen™, an anti-wrapping CP Auger Screen used to size material, two reduced-wrapping CPScreens™ for 2D/3D separation, the abrasion-resistant CP Glass Breaker to remove glass and fines, and 4 MSS CIRRUS® optical sorters. Two MSS CIRRUS® PlasticMax™ optical sorters will recover PET and HDPE, one MSS CIRRUS® FiberMax™ optical sorter will sort and clean fiber, and one MSS CIRRUS® will be used as a scavenger optical sorter to recover any remaining commodities.

Craig Stuart Paul, CEO of Fiberight stated, "We are delighted to have teamed with the CP group to create a new paradigm for waste disposal. Our end-to-end solution was made possible by CP's thoughtful design process and application of the latest generation in front-end waste processing, geared specifically to our needs for downstream material upgrading."

Fiberight's technology is the first commercial process to convert organic wastes to biofuel and refined bioproducts. Its technology platform has been demonstrated since 2010 at its Virginia prototype production plant, using MSW feedstock. In addition to the Hampden project, Fiberight is currently involved in the development of similar projects in New England.

Craig Stuart Paul will be speaking about Fiberight's conversion technology at Waste Expo on Wednesday, April 25, from 1:45-3:00pm in the session A Case Study for Waste Conversion in room N102-N103.

ABOUT CP GROUP

CP Group is a privately held team of manufacturers and thought leaders in the waste and recycling industry. CP Group—comprised of CP Manufacturing, Krause Manufacturing, MSS, Inc., and Advanced MRF—provides award-winning recycling system design, manufacturing, retrofits, audits, and consulting. CP Group provides turnkey solutions for mixed waste, residential recycling, commercial and industrial, construction and demolition, and electronic waste applications.

ABOUT FIBERIGHT

Fiberight is a privately held company founded in 2007 with current operations in Maine, Virginia, Maryland and the United Kingdom. Fiberight’s proven, proprietary waste processing technology converts Municipal Solid Waste into high-value commodities to enable next generation recycling and maximum resource recovery from municipal waste.

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Fiberight and CP Group installation

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Gary Friedman, a town councilor in Bar Harbor. At a council meeting Tuesday, Friedmann expressed concerns that delays in the construction of the Fiberight facility may disincentivize people to recycle. ISLANDER FILE PHOTO

(Printed from url=<https://www.mdislander.com/maine-news/fiberight-delays-mean-big-costs>)

Fiberight delays mean big costs

April 20, 2018 by [Samuel Shepherd](#) on [News, Politics](#)



BAR HARBOR — Delays in construction of the new Fiberight waste disposal facility in Hampden, originally planned to open April 1, are costing the town a lot of money in recycling fees.

The cost per ton for single-sort recycling at Fiberight would be \$35, according to Public Works Director Chip Reeves, but currently the town is paying \$120 per ton. Trash, by comparison, is \$70 a ton.

“I am extremely concerned about the delays,” Town Councilor Gary Friedmann said at Tuesday’s council meeting. “We’ve gotten into a situation where people are disincentivized to recycle, and we have to turn that around here.”

"If Fiberight was working now like it was supposed to be, we'd be sending that stuff to the facility," he continued. "We are looking at just the opposite, it's almost \$100 a ton more for single sort."

Reeves said the town's single sort is currently going to a Casella facility in Old Town and then being made into larger loads and hauled to their sorting facility in Lewiston.

Reeves said tariffs and limited demand for U.S. recycled material have caused a jump in the price of recycling.

"I wouldn't advocate moving away from single sort," Reeves said. "I think one option we have is that when the Fiberight facility is in the start-up phase, there's an opportunity to take some of that material to help start that machinery up at no cost," suggesting stockpiling recycling at the facility.

Councilor Matt Hochman said the financial side of single-sort recycling probably does not deter residents.

"The people who are recycling aren't doing it for financial reasons," Hochman said. "They're doing it because it's the right thing to do."

Friedmann suggested charging a fee for dumping trash.

Greg Louder, executive director of the Municipal Review Committee, a group of towns that has contracted to use the Fiberight facility, told councilors the construction delays were mostly due not to weather but to legal challenges.

Louder said the MRC received its state regulatory approvals to build the Fiberight plant in fall 2016. He said on the last day of the 30-day period where parties could appeal the approvals, an appeal from a "group of organized opponents" snared the project for about seven months.

"That impacted the financing schedules," he said. "It ground the financing process to a halt, and we weren't able to get clear of the court process ... until May of last year. That 230 or so days had a significant impact on our overall schedule."

He said the tentative date for the facility to be operational is Sept. 20, significantly later than Fiberight CEO Craig Stuart-Paul's February statement that the facility would open in July. Louder said the contractors, Cianbro, are in the process of updating the schedule.

"That will be restated within two to three weeks," Louder said. "All I'm certain of is that Sep. 20 date and the schedule will be different. It could be longer, my hope of course, it's less."

Some members of the MRC have continued hauling to Penobscot Energy Recovery Company in Orrington, with whom the MRC had a contract until April 1 and where the trash is burned to create electricity. Others haul to Waste Management's Crossroads Landfill in Norridgewock.

Councilors took no action on the topic.

Bio	Latest Posts
	<p>Samuel Shepherd Samuel Shepherd is a University of Maine graduate and the Bar Harbor reporter for the <i>Mount Desert Islander</i>.</p>

(Printed from url=https://www.ellsworthamerican.com/opinions/commentary/garbage-a-love-story/)

Garbage: A love story

April 20, 2018 on Commentary, Opinion



By **Jim Schatz**

Part One

Not too long ago you were burdened with the story of the rift between the Municipal Review Committee Inc. (MRC) and the Penobscot Energy Recovery Co. (PERC). These two entities worked together for 20 years to provide a destination for municipal waste that would incinerate the waste through a process that would create electricity. As the relationship reached the end of its 20-year marriage, the two parties could not come to terms as to how to approach their joint futures. Short story: They had a divorce. There was a fight for the custody of the “children.” The children were the municipalities represented by MRC during the PERC/MRC “Golden Years.” Toward the end of the relationship, MRC started dating Fiberight. Fiberight seemed to possess an attractive, innovative new technology for the processing of waste that would create usable products. After a brief, intense courtship, they (MRC and Fiberight) were united. At that point, the custody battle intensified. That conflict resulted in the majority of towns going with MRC and a smaller number staying with PERC.

Part Two

Alas, April 1, 2018, has arrived. This was the date that the MRC/Fiberight couple led the public to believe they would begin living in their plant and start serving the communities they acquired during the custody battle. Unfortunately, the plant is not ready and may not be operational for six months or more. What to do? Shortly after the divorce, MRC entered into an agreement with Waste Management Services of Maine that would obligate all MRC member towns to take their trash to the Crossroads Landfill in Norridgewock (Somerset County) if the plant could not open by April 1, 2018. Towns were led to believe that any delay after April 1 would be measured in weeks, not months or longer.

MRC did enter into a last-minute discussion with DEP, Fiberight, Waste Management Disposal of Maine and Casella that would allow us to continue sending our trash to PERC. In fact, it is known that PERC was an option until 2:30 p.m. March 27, when the PERC option was taken off the table.

Our Transfer Station Board felt that the lengthy delay and the extended period of landfilling constitutes a breach of our understanding with MRC/Fiberight. Further, we have just spent thousands of taxpayer dollars to close our landfill and cannot, in good conscience, send an estimated 2,000 tons of our waste to a landfill because of an MRC/DEP decision. In addition, we estimate that close to 100,000 tons will be taken to landfills during the next six months by other towns following MRC’s directive. It is difficult to be put into a position where one must choose between the interests of our constituents and a flawed plan that was sold to us over two years ago.

For now, we have decided to continue to send our waste to PERC. The extended use of a landfill was never seen as an acceptable or required part of our original agreement.

The moral of the story

Rarely is there an outright winner at the end of a war, particularly when the spoils are actually spoils.

Blue Hill Selectman Jim Schatz is a member of the Blue Hill/Surry Transfer Station Committee.

Hancock

5 coastal Maine towns defy their waste contracts so their garbage doesn't end up in landfills



2012 aerial photo of the PERC plant in Orrington.

courtesy of R.W. Estela

By **Alex Acquisto, BDN Staff** • April 21, 2018 1:00 am

Rather than have their solid waste dumped in a landfill, five coastal towns have chosen to violate their contracts and instead send their waste to the Penobscot Energy Recovery Company.

The rogue decision was made earlier this month by a committee of residents who decide where the waste from Blue Hill, Surry, Sedgwick, Brooklin and Brooksville is disposed. The five communities share a transfer station and create a collective 4,000 tons of waste a year, said Blue Hill Selectboard member Jim Schatz, who confirmed the towns' decision.

Schatz said the committee's primary concern was to avoid landfilling their waste, despite the increased cost. Sending their waste to PERC will cost \$84 per ton, whereas landfilling it would have cost closer to \$70, Schatz said.

Schatz and five other members of the local solid waste management committee voted unanimously in favor of violating their respective community contracts with the **Municipal Review Committee**. MRC recently relegated the waste from 115 participating member communities to be dumped at Juniper Ridge Landfill, in Old Town, or Crossroads Landfill, in Norridgewock.

"That whole idea of what's best for our waste, that was just put aside," he said of MRC's decision.

MRC is a non-profit organization made up of nearly 200 central, northern and Down East communities dedicated to disposing of solid waste in environmentally sustainable ways. Together, the majority of MRC communities decided in 2016 to **end their contracts with PERC** to work with its competitor, Fiberight, which is building a new **waste-to-biofuel facility** in Hampden.

Community contracts with PERC, which burns waste for electricity, expired on March 31. A new contract started with Fiberight on April 1, but Fiberight CEO Craig Stuart-Paul said harsh winter weather delayed construction of the 144,000-square-foot plant, which is still months from completion. On the date it was supposed to be operational, only half of the roof had been installed.

"It's like a broken promise by MRC, the promise that we would have an up and running Fiberight on April 1 or shortly thereafter, and it's not happening," Schatz said. "Who's going to be accountable for that? Not us."

As a stopgap measure, MRC and others involved were granted a temporary license by the state Department of Environmental Protection that allows the **waste that would have gone to Fiberight to instead be landfilled** for up to a year, with a possible six-month extension. If the \$69 million Fiberight facility isn't fully operational for a year, it's estimated that as much as 100,000 tons of waste will be landfilled.

Landfilling is the least desirable way to dispose of municipal solid waste, according to the state DEP's **Solid Waste Management Hierarchy**, a set of guidelines that dictates waste management licensing.

What MRC communities are dealing with now — landfilling their trash as a last resort and gambling with the future of municipal waste disposal — was many people's biggest concern, said Ben Astbury, chairman of the Sedgwick Board of Selectmen.

"You had a facility that was not yet built, so what other options did we have, considering the decision that was made to go with a company that hadn't built a facility yet?" Astbury said.

Schatz and other committee members voted in late March to disobey the new agreement, shortly after MRC Executive Director Greg Lounder **notified** member communities of the interim landfill disposal plan that could last until September.

In January, before this deal was finalized, MRC had been in talks with PERC to divert up to 62,000 tons of waste to the Orrington-based facility in the interim. But Waste Management Corp., which owns and operates the Norridgewock landfill, wanted exclusive rights to dispose of the waste and wouldn't allow it.

"I think there's a lot of frustration and disappointment in MRC's leadership on some of our parts, and on DEP's lack of leadership in terms of letting this happen," Schatz said.

In a **memo** dated April 5, Lounder warned MRC members who choose to send their waste to PERC instead of Juniper Ridge or Crossroads of the possible consequences.

"Joining members and haulers that deliver [municipal solid waste] to PERC ... thereby disregarding instructions from and contractual obligations to the MRC,

will be exposing their municipalities to significant legal liability,” Louder said.

Possible consequences, the memo continued, could range from financial penalties to loss of long-term agreements for disposal benefits through MRC.

Louder, when reached on Friday, would not say whether MRC is pursuing any sort of legal response at this time, but said, “we’re working with Blue Hill on that issue to resolve it in a way that’s favorable to [them].”

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From Landfill to Windfall

Ultra Capital's investment in Fiberight reimagines recycling

S.A. SWANSON | MAY 15, 2018



Trash nerd. That's how Emily Landsburg identifies herself. Her colleagues agree the label fits, and so do her kids. "I have created a detour more than once on a family vacation to visit some sort of waste facility," she says. "I get genuinely, passionately excited learning about new waste-to-value technology and projects." In her role as director at [Ultra Capital](#), she's found ample opportunity to nerd out.

Landsburg vets investments that match her firm's criteria for sustainable infrastructure. Unlike most private equity firms, Ultra focuses exclusively on projects. "Most people think of infrastructure as a bridge or an airport, but we look at specific types of projects that actively function like a standalone business," she says.

That includes a public-private project that Landsburg helped identify: a 144,000-square-foot facility in Hampden, Maine, that aims to make waste disposal a lot less wasteful when it begins operating this year. "We take a recycling plant and put it on steroids," says Craig Stuart-Paul, CEO of Fiberight LLC, the company that operates the facility.

Consider the current state of U.S. garbage. About 33 percent of waste gets recycled, and the rest heads to landfills (55 percent) or incinerators (about 13 percent). Fiberight intends to flip those numbers. With the help of artificial intelligence, vision recognition and biotechnology, Stuart-Paul says the facility could achieve a recycle rate somewhere between 70 and 80 percent.

The project aligns with the sustainability catchphrase of "people, planet, profit." In that triple bottom line, the last item is critical. When garbage isn't buried or burned, facility operators avoid disposal costs and can transform the refuse into promising revenue streams. "I think impact investing is moving away from the early days when people thought of it as a fluffy, feel-good thing," Landsburg says. "Oftentimes you're getting above-market returns and lower risk. Now people are realizing this is a very shrewd investment strategy. Impact investing, first and foremost, is investing."

WASTE NOT

Fiberight's waste processing requires plenty of sorting, but not by consumers. All of their trash—half-eaten tacos, water bottles, diapers, anything—can go in one bag. At the facility, that junk travels through two main phases. The front end of the plant has cutting-edge technology that includes video imaging and artificial intelligence, which allows mechanical systems to sort trash precisely.

"We don't want people touching waste if we can avoid it," says Stuart-Paul, who notes that most of the facility's 42 full-time employees will fill technical positions like mechanics or forklift drivers. The plant's high-tech system allows for more exact sorting of recyclables by group—separating colored plastic from clear, for instance—because higher-purity materials command steeper prices in the market.

ULTRA CAPITAL

Headquarters: San Francisco

Focus: Infrastructure-based projects related to the "commodities of life": energy, agriculture, water and waste

Investment Range: Equity investments between \$5 million and \$50 million

Recent Project: Fiberight LLC, a high-tech recycling facility operator that will serve 87 municipalities in northern Maine





secret sauce of Fiberight resides.”

As sauces go, it's not particularly appetizing. Once the plastic, metal and cardboard have been plucked from the trash, two things largely remain: food waste, and paper products deemed unfit for recycling, such as pizza boxes, tissues and diapers. The food waste runs through an anaerobic digester (where microorganisms break down the waste in an oxygen-free tank), creating methane that can be used to power the facility. The paper-based items are processed into pulp, which can be used for products made from lower-quality paper—like egg cartons, or paper trays that hold hot dogs at concession stands.

The municipal solid waste (aka trash) project has received \$70 million in financing, which includes \$45 million from a tax-exempt bond issuance, \$23.5 million from Ultra and \$1.5 million from Fiberight. In addition, Maine's Municipal Review Committee contributed \$5 million in the form of site improvements.

“We take a recycling plant and put it on steroids”

CRAIG STUART-PAUL
CEO, Fiberight

Advances in technology mean that big problems don't always require big plans—local, smaller-scale infrastructure projects such as Fiberight's can play a vital role in addressing those issues. Conventional project finance, however, has evolved to focus on billion-dollar projects, Landsburg says. That leaves Ultra's target investment range an underserved market. The firm looks for investments with total project costs in the \$5 million to \$100 million range; its equity investment in those projects is between \$5 million and \$50 million. (Private equity giant Blackstone Group underscored the appeal of large-scale projects in 2017 when it announced plans to raise \$40 billion for an infrastructure fund.)



Recycling technology on display at Fiberight's Virginia facility

SCALING DOWN WITH TECHNOLOGY

“I see a large opportunity for private equity because what the waste industry needs is new technology,” says Stephen Simmons, senior vice president at Gershman, Brickner & Bratton Inc., a McLean, Virginia-based waste management consulting firm. Ultra hired Simmons to evaluate the potential revenue streams of the Fiberight facility.

“In almost every instance, new technology comes from entrepreneurs,” he says, adding that private equity funding helps get their innovations to market. “There's a whole pent-up demand across the country and a whole mantra of zero waste. That means there needs to be new technologies and new markets developed.”

Fiberight's process, although popular in Europe, is considered new in the United States, where anaerobic digestion isn't typically used for municipal waste. “We're essentially taking the best practices of European waste processing and applying it to the U.S.,” Stuart-Paul says. Fiberight already has a 46,000-square-foot facility in Virginia with similar technology that's been tested for more than 10,000 hours, making the Maine project low risk, an essential criterion for Ultra.



"Trash will continue to be produced, and it has to go somewhere," Landsburg says. More specifically, the project has long-term contracts with credit-worthy counterparties, including a 15-year contract with 87 municipalities in northern Maine. The project is guaranteed to receive approximately 102,000 tons of trash as part of a put-or-pay contract. "If we don't receive it, they have to pay us for it anyway," Stuart-Paul says.



"Now people are realizing this is a very shrewd investment strategy. Impact investing, first and foremost, is investing."

EMILY LANDSBURG
Director, Ultra Capital

The facility also will receive about 50,000 tons of commercial waste, such as restaurant garbage. "We do expect a few lobster shells," he says. Additional revenue will come from selling recyclable materials and low-grade paper pulp. All told, Stuart-Paul expects the project to generate about \$8 million to \$10 million in EBITDA in 2019.

Ian Copeland, CIO and managing director with Ultra, says the firm seeks a 15 percent net return, plus or minus 2 percent. "With impact investing, a lot of people have this misconception that you're sacrificing return. We firmly believe that, in fact, you're generally increasing returns and increasing resiliency of the investment," he says. "And there's speed of deployment, which makes these smaller projects more cost-effective and therefore more attractive as an investment."

Other investors seem to agree, based on the response to the tax-exempt bond issued by the state's finance authority. Investment bank Jefferies served as sole underwriter on the transaction.

"Despite large supply in the week we priced, we saw significant demand," says Kevin Coleman, vice president, project finance, at Jefferies and lead banker on the transaction. "We received orders from 17 high-yield municipal investors and had strong oversubscription on the offering."

'HIGH-TOUCH' PROJECTS

But funding and technology won't guarantee success for infrastructure projects. "Project development is high touch," Landsburg says. "We all know stories of projects that never see the light of day, or falter after they're built, because they didn't properly obtain community support."

Fiberight worked hard to avoid that potential pitfall. The project was replacing an incinerator (Maine's landfills are full), and the owner of that facility would lose millions in revenue when it shut down, Stuart-Paul says, adding that the owner used paid advertising in an attempt to turn public opinion against the project. "There was a lot of mudslinging. They were taking out full-page ads, TV ads, radio ads; it was a total dogfight."

Fiberight decided on a grass-roots response. The company's leadership attended more than 100 town hall meetings to explain Fiberight's facility. Stuart-Paul says he went to at least 40. "I stood before the residents and said, 'I'm the guy who's gonna take your trash, and I'm the guy who's gonna make sure it'll work for you,'" he recalls. "In Maine, that goes a long way."

But what really surprised him was how much the residents cared. "The unique moment for me was the level of debate in a town meeting in rural Maine at 6 o'clock at night with nine people there," he says. "You think it's just trash, but they all got involved in it and they all realized how important it was. They said, 'No, this is a new way to do stuff. We're hearing from you guys over there that it's risky, but if you don't take some risks on some things, how does this country ever move forward?' I heard that statement."

One of those town hall meetings took place in Brewer, Maine. "We had some initial concerns about adopting a technology for processing waste that was not in use at this scale in the United States, but the thorough work done by the Municipal Review Committee's technical consultants allowed us to be confident about its ability to succeed here in this region," says Karen Fussell, finance director for the City of Brewer. "We are excited to be part of a project that we hope will become a model for other communities in the Northeast and across the country," Fussell says she was pleasantly surprised by how much interest the initiative received from private equity. "To me, it represented another vote of confidence in the project," she says.

A DIFFERENT MODEL

At press time, Ultra planned to close its first fund by the end of May, aiming for \$150 million. It plans to market its second fund by the end of 2018, with a goal of raising around \$250 million to \$300 million. "We've got tremendous appetite for the second vehicle already," Copeland says.

Like his trash-nerd colleague Landsburg, Copeland does more than examine a project's numbers. He studies infrastructure up close, as his wardrobe suggests (he owns at least two pairs of composite-toe work boots). "My children get really, really frustrated with me when

"We're not trying to build a firm that's only swinging for home runs. We firmly believe that a strong, diversified portfolio of well-contracted, well-structured projects has a better chance of providing a predictable return."

IAN COPELAND
CIO & Managing Director, Ultra Capital



That's probably not a typical deal slip for most private equity executives. Then again, Ultra is not a typical firm. Usually, private equity firms will buy a company and continue to invest or reinvest in that business, Copeland says. "We're buying a project that, after it hits the commercial operations date, has significant amounts of free cash flow," he says. "So we see stabilized cash flow after about the second year of the vehicle, and typically, given the returns that we've got, our investors' capital is fully returned within about year five. We're not reliant on a market exit or a trade sale or something like that. We're actually producing our return from predictable cash flows and at project levels producing a real commodity or a real service."



Steve Davey, Fiberight's COO

He points to another example of how Ultra deviates from the investment norm. "A typical private equity firm ... is essentially screening out things that are good but maybe aren't home runs," he says. "We're not trying to build a firm that's only swinging for home runs. We firmly believe that a strong, diversified portfolio of well-contracted, well-structured projects has a better chance of providing a predictable return."

A typical investor might look at 100-plus deals a year and maybe do five, he says. "Our goal is to look at 100 and if 50 of them meet our criteria, to do 50."

Whether energy, agriculture, water or waste—the "commodities of life" that Ultra targets for investment—the firm wants projects with solutions to widespread problems.

Investment won't happen without the potential for a long-term relationship with a developer that can build additional similar infrastructure projects. "We're not interested in doing one-off projects," Landsburg says.

Fiberight certainly meets that requirement. The company has already had discussions with officials in California, New England and worldwide. "I get two calls a day from India," Stuart-Paul says. "But we want to walk before we run. This is a flagship project for us, and we want to be sure it works well. We're very proud of it, and from that we will grow further." Fiberight would eventually like to add even more value to the organic material at its Maine plant by breaking down the pulp further, creating biochemicals or biofuels such as ethanol through a process called hydrolysis. The plant's operators hope to add that capability within the next two years, provided they receive additional capital.

For investors focused on sustainable projects, returning capital to stakeholders is important, but it's only part of their motivation, Landsburg says. "There's an underlying drive for them—or ambition for them—that adds to their dedication and commitment and focus. There's a mission component."

This story originally appeared in the May/June 2018 print edition of Middle Market Growth magazine. Read the full issue in the [archive](#).

S.A. Swanson is a business writer based in the Chicago area who frequently covers technology.

Related Posts

[Northern Cap & Glove: A Survival Story](#)

[AUA: Digging into Demographics](#)

[Tuning In](#)

COMMENTS



June 15, 2018 [36 Chestnut Street, Lewiston]

7:30 am

Registration Opens
Continental breakfast provided by Forage Market
Developer’s Collaborative Coffee Bar
— Visit with exhibitors —

8:00 am — 8:15 am

Welcome to Build Maine!

8:15 am — 9:00 am

ANNOUNCEMENTS & PROJECTS OF INTEREST

The Build Maine team will recognize exciting projects from across the state that showcase high quality public process, design, and built results.

9:00 am — 9:45 am



ALLISON THURMOND QUINLAN
Architect, Landscape Architect, Small Infill Developer
Flintlock Ltd Co | Flintlock Development

Alli will highlight how small-scale infill can breathe value into neighborhoods and how to cut through the voodoo of pro formas, zoning, and building codes to create beautiful, lovable, walkable projects that make sense for communities and make money for investors.

9:45 am — 10:15 am

— Developer’s Collaborative Morning Coffee Break — Visit with exhibitors —

10:15 am — 11:00 am



BLAIR HUMPHREYS
Principal
Humphreys Company

Blair is overseeing the design and development of Wheeler — a mixed-use New Urbanism development on the Oklahoma River. Blair will share the benefits of designing his project with the community at the table, as a way to generate long-term buy-in. He will also explain why it's so hard to build great places, and what municipalities can do to help change the game.

11:00 am — 12:00 pm



DOUG FARR
Architect, Urban Planner, Author, Founder
Farr Associates Architecture and Urban Design

How can we make the world we want in the least possible time? Farr will share the findings from his latest book, *Sustainable Nation*, released in spring 2018. Find out what you can do within your own community to make the change you want. Farr is also author of *Sustainable Urbanism*, a call for leadership in the design and development of places for human settlement, published in 2007.

12:00 pm — 2:00 pm



FOOD TRUCK LUNCH + ACTIVATION WALK
100 Canal Street parking lot (pay your own lunch)

Experience activated alleys, play streets, murals, and other fun ideas for how to activate public spaces while taking a self-guided tour (see map). Also enjoy a food truck lunch and an opportunity to engage with speakers and conference participants in this year's pop-up outdoor lunch venue.

2:00 pm — 2:45 pm



NICOLE LOSCH, PTP
Senior Transportation Planner
City of Burlington

What if there was a faster, less expensive, and better way to make our streets safer for all people? Nicole will share how Vermont's biggest town has quickly embedded municipal pilot projects and a program for community-led demonstration projects into its public works operations, and how to bridge the gap between conceptual planning and full reconstruction.

2:45 pm — 3:45 pm



MARCUS WESTBURY
Urbanist, Writer, Media Maker, Author, and Festival Director
Contemporary Arts Precincts Ltd

Is your town struggling to fill empty shopfronts? Marcus Westbury, author of *Creating Cities*, is the founder of Renew Newcastle and Renew Australia, efforts that helped launch more than 300 creative and community projects in empty and abandoned buildings and reopened more than 100 vacant shops and offices across Australia.

Project List - Planning

Project Name	Location	What it is	Size ¹	PB Action/Date	Type
Fiberight	off Coldbrook	solid waste processing	153,800 sq ft	Approved	Site Plan
Hannibal Hamlin Place	Main Road N	expansion	2,800 sq ft	Approved	Site Plan
Pine Tree Food Equipment	Nadine's Way	new building/business	3,600 sq ft	Approved	Site Plan
Dennis Paper	Mecaw Rd	expansion	27,237 sq ft	Approved	Site Plan
Colonial Heights	off Constitution	phase 3 of subdivision (final plan)	11 new lots	Approved	Subdivision
Carver	Ballfield Rd	conversion of single family to two family	1 new unit	Approved	Conditional Use
Sky Villa	646 Main Road N	conversion of interior to 10 short term rehab beds	3,172 sq ft	Approved	Conditional Use
Brickle	326 Main Road N	conversion of single family to two family	1 new unit	Approved	Conditional Use
Southstreet Development Co	Route 202/Coldbrook Rd	zoning map amendment; Resid A to Comm. Service	16 acres	Withdrawn	Zoning Map Amendmemt
Hamlin's Marina	Marina Road	new boat storage building	10,000 sq ft	Approved	Site Plan
Fiberight	348 Coldbrook Road	Site Plan Revision	-	Approved	Site Plan
Springer Estates	Deer Hill Lane	addition of land to existing lot within subdivision	1 Lot	Approved	Minor Revision
Hannaford	Western Ave.	addition of ~12' x 32' external CLYNK bldg as accessory structure.	384 sq ft	Approved	Site Plan Revision
H.O. Bouchard	Coldbrook Road	expanded office building & Deck	1,620 sq ft	Approved	Site Plan Revision
Southstreet Development Co	Route 202/Coldbrook Rd	zoning map amendment; Resid A to Comm. Service	16 acres	Approved	Zoning Map Amendmemt
Aaron Watt	Cottage St	new multi-family building	4 units	Withdrawn	Sketch Plan ²
Good Shepherd	Penobscot Meadow	addition of 7,550 sq ft impervious area	-	Approved	Site Plan Amendment
Pat's Pizza	662 Main Road N	new restaurant to replace current restaurant	3,500	Approved	Site Plan
Southstreet Development Co	98 Coldbrook Rd	new Tradewinds convience store with gasoline sales	6,900	Approved	Site Plan
Town of Hampden	Hampden Business Park	amendment to approved subdivision		Approved	Final minor subdivision
T&A Realty	50 Main Road North	Business adding a rental apartment	760 sq ft	Approved	Conditional Use
Katherine Carter	76 Main Road South	Customary Home Occupation - Artist Gallery		Approved	Conditional Use
Town of Hampden	355 Canaan Road	Request for waiver to site plan review for essential service, salt shed	1,260	Approved	Site Plan Waiver
Southstreet Development Co	Route 202/Coldbrook Rd	request for waiver to allow a larger sign	-	6/13/2018	Minor Revision
Residential Care Facility	569 Back Winterport Rd	conversion of existing duplex into a 2-unit independent living home for adults with disabilities	2 units	6/13/2018	Conditional Use
F.A. Peabody	?? Main Road N	construction of new office building	4,500 sq ft	7/11/2018	Site Plan

1. Size refers to square footage of building (new or addition), number of new building lots, number of new units, or acreage.



Town of Hampden
Land & Building Services

Memorandum

To: Planning & Development Committee
From: Karen M. Cullen, AICP, Town Planner *KME*
Date: May 30, 2018
RE: Zoning Ordinance Amendments

The proposed amendments to the Zoning Ordinance have been completed, reviewed by the Planning Board at nine public meetings, and scrutinized at a public hearing spanning two evenings with the Planning Board. It is now ready for Town Council review, public hearing, and adoption.

All documents related to the proposed amendments are available on the Town's website; from the home page click the third button down on the left side of the page called "Proposed Zoning" and it will take you to the page with all the information. You can also simply [click this link](#). The document at the top of the list is the full zoning ordinance, and the second one is a memo describing the changes that were made to it as a result of the first night of the public hearing with the Planning Board.

In the middle of the list is a document called "Summary of Proposed Amendments – Spring 2018" which is a useful way to quickly see what has changed. Following that document are the seven brochures that describe a variety of topics related to zoning and the amendments.