

**Sierra Nevada Conservancy  
Sierra Nevada Conservancy Grant Program  
Safe Drinking Water, Water Quality and Supply, Flood Control  
River and Coastal Protection Act of 2008 (Proposition 84)**

**Grantee Name:** Mountain Meadows Conservancy

**Project title:** Robber's Creek Mill Site "How to" Guide

**SNC Reference Number:** SNC 070114      **Submittal Date:** 12/21/11

**Report Preparer:** Maija West      **Phone#:** 575-770-0296

**Check one:**

**6-Month Progress Report**

**Final Report**

**6-Month Progress Reports** should reflect the previous six months. **Final Reports** should reflect the entire grant period.

**Final Performance Report**

**Resources leveraged to complete this Project (matching funds, in kind contributions, etc.).**

Resources leveraged complete this project involved a significant amount of in kind contributions through the donation of professional services. In total, \$51,604.50 was leveraged to complete this project was \$51,604.50, and that trend is expected to continue into 2012. See tables for details:

<b>Resources leveraged 2008-2011</b>	<b>Value</b>
<u>In-kind contributions:</u>	
Land use consultant [79.3 hours at \$135/hour]	10,705.50
Secretarial services [34 hours at \$11/hour]	374
Executive Director administration [1329 hours at \$25/hour]	33,225
GIS Specialist [8 hours at \$100/hour]	800
Brownfields Consultant [16 hours at \$200/hour]	3,200
Environmental Engineering Consultant [7.25 hours at \$200/hour]	1,450
Lumber Mill Reuse Consultant [5 hours at \$50/hour]	250
Plant Biologist [11 hours at \$100/hour]	1,100
Stakeholder Engagement Consultant [6.5 hours at \$50/hour]	325
Wetlands Specialist [3.5 @ \$50/hour]	175
<b>Total Resources leveraged to complete project:</b>	<b>51,604.50</b>

**Resources leveraged as a result of this Project.**

<b>Resource leveraged for 2012</b>	<b>Value</b>
<u>In-kind contributions:</u>	
Land use consultant for 2012 [60 hours @ \$135/hour]	8,100

GIS specialist for 2012 [10 hours @ \$100/hour]	1,000
Environmental Engineering Consultant for 2012 [10 hours @ \$200/hour]	2,000
Sierra Nevada Conservancy Grant for Additional Website Assistance	1,000 (approx)
<b>Total Resources leveraged as a result of project (for 2012):</b>	<b>12,100</b>

**Impact on collaboration and cooperation among stakeholders.** While the scope of the Project required extensive involvement with state agency employees and non-profits, local stakeholders were less involved in the drafting. With that said, the Project has gone far to build good will with the local community who see MMC as a contributor to the local economy and as an entity that is invested in the well being of the citizens of Westwood.

**Number of people/entities involved in the Project.** Over thirty-five individuals provided direct input into the research and drafting of the How to Guide. Of these thirty-five people, the vast majority spent at least two hours of their time by being interviewed, doing editing and by providing referrals and direction to other possible resources. Regional entities that contributed to the Project include: Department of Toxic Substances Control, the regional Water Boards, the Brownfields Division of Region 9 of the Environmental Protection Agency, Vestra Resources, Center for Creative Land Recycling (“CCLR”), Yolo Housing Authority, the US EPA Superfund Library, the Feather River Land Trust, Oregon Department of Business Development's Brownfields Redevelopment Fund, California Trout, Oregon Department of Energy, Sierra Institute for Community and Environment, Sierra Fund, Sierra Business Council, Sierra Economic Development Corporation, Rural Development Initiatives, and the California Association for Local Economic Development.

In addition, the following communities provided interviews and assistance with the final drafting of the guide for the “lessons learned” chapters: Hoopa Valley Tribal Council, City of Mt. Shasta, North Fork, City of Ft. Bragg, Loyalton, and the town of Truckee.

**Increased cooperation/decreased conflict among stakeholders.** Since starting this Project, MMC’s ability to garner support for their projects at a local level has increased dramatically. One particular example is MMC’s receipt of Watershed Planning funds to build stakeholder support at the local level. As a result of the improved reputation resulting from this Project, MMC is having strong success building a stakeholder network for those who are invested in the mountain meadows watershed. In addition, this Project as allowed MMC to do valuable strategic planning regarding communication and messaging around the Robber’s Creek Mill Site Project. This strategic planning session took place in July 2011 and allowed board members to discuss ways to build relationships with local landowners and other stakeholders.

**Capacity building within the region: Description of how completion of this Project improved capabilities of grant recipients, partners, or larger community.** This project has allowed MMC to become a resource for community development and restoration projects in the region. In addition, project partners have benefited from MMC’s move towards less adversarial initiatives by building good will in the community.

**One page description of Project accomplishments:**

**Description of how the project succeeded in accomplishing its intent and the direct benefits that resulted from the project.** MMC requested funds to research landowner liability issues and draft a how to guide that highlighted the use of stakeholders and mapping to engage the community in a reuse effort. There were two important goals for MMC in this project: (1) Learn what a successful reuse effort entails as to be more strategic with its efforts on the Robber's Creek Mill Site Project, and (2) take what it learned and produce/distribute a guide to assist other lumber mill communities with their efforts. MMC completed this guide in November 2011 and it was distributed via MMC's new website on December 16, 2011. Benefits include an overall improved awareness as lumber mill sites as possible economic drivers as well as valuable to overall watershed health.

**Description of the follow-on or indirect benefits of the Project.** One of the indirect benefits of this project have been maximizing the involvement of the consultant in doing strategic planning with MMC's board about future phases of the Project. Another indirect benefit of this project has been a change in the work culture at MMC about initiating projects that look towards the future, instead of only focusing on litigation which can be uninspiring and challenging to the staff and board. A final indirect benefit has been the expanded circle of volunteers who have found new ideas for contributing to MMC through the Robber's Creek Mill Site Project's objectives and task lists.

**Description of any significant positive experiences or unanticipated occurrences, or other noteworthy events that happened during the Project and anything about the Project that gives you "goose bumps."** There have been many great opportunities for relationship building throughout the guide, but two stand out in particular because of the great level of knowledge each contact brought to the project. Rural Development Initiatives out of Eugene, Oregon and Vestra Consulting of Redding, CA both contributed to the quality of the Project as a whole. Rural Development Initiatives has been a leader since the early 1990s in initiating reuse efforts in Oregon, and a conversation with their Executive Director led to the discovery of their original reuse documents. One of the primary goals of this project was to maximize lessons learned and in this case, we will be putting the Rural Development Initiative's findings on the MMC webpage for the community to again have access to. Vestra Consulting has consulted on over forty reuse efforts and their guidance provided very real world input into the How to Guide, which balanced out its more aspirational theme.

**Description of lessons learned during the course of completing the Project.** The key lessons learned were the importance of following a plan laid out in five steps. The steps are: to classify the former mill activity, to use historic photos and satellite imagery to determine where the activities occurred, determine the possible uses, liabilities and funding resources for the site, form a team to inform the reuse effort, and finally, to identify and engage a larger group of stakeholders. Specific lessons from communities who have initiated reuse efforts included: being realistic about the types of use for the site, the importance of strong leadership in the process, and making sure that the project has a *written* blueprint.

**Number of entities that request and/or receive the "How to Guide."** Over ninety logging communities, agencies and interested parties received an email with a link to a

copy of the guide. In addition MMC's own mailing list was sent to over 165 individuals with a link to the site.

**Number of industrial sites in the Region that embark on a reuse process in response to information gained through access to the "How to Guide."** Consultant has spoken to many people on the targeted recipient list that are hoping to start a reuse effort by taking the steps outlined in the How to Guide. MMC will be monitoring access to the website and How to Guide downloads to determine how many sites embark on the process. Consultant estimates that at least 15% of the targeted mailing list will initiate a conversation as a result of receipt of this guide.

## Mtn. Meadows Conservancy

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**From:** "Mountain Meadows Conservancy" <mountainmeadows@frontiernet.net>  
**Date:** Thursday, March 15, 2012 10:14 AM  
**To:** "Steve Work Email Meadows Conservancy" <mtnmeadow@frontier.com>  
**Attach:** SNC070114 Ret Req- CO.doc  
**Subject:** Fw: Final Report of Project

**From:** [Linda Hansen](#)  
**Sent:** Monday, February 27, 2012 1:23 PM  
**To:** [nils lunder](#) ; ['Mountain Meadows Conservancy'](#)  
**Subject:** Final Report of Project

Hi Nils and Angelina:

We have approved your invoices and are ready to close your project with SNC. In order to do that, I will need a Final Report from MMC regarding the Project and the signed Request for Retention. The Request form is attached to this email. Please print, sign and return to me via snail mail with original signatures. I would appreciate an electronic copy of the Report. I have looked but couldn't find the Final Report, just the last 6 Month Report.

Thank You!

[Linda Hansen](#)  
Senior Area Representative  
Mount Lassen Area  
2950 Riverside Drive  
Susanville, CA 96130  
530-257-2500/FAX 257-2506



# Mountain Meadows Conservancy

P.O. Box 40  
Westwood, CA 96137-0040  
Phone: (530) 256-3982  
mmc@mtmeadows.org  
www.mtmeadows.org

## *For immediate release*

December 2, 2011: The Mountain Meadows Conservancy (“MMC”) has announced the completion of their guide, “Reusing Former Lumber Mill Sites: *A guide on how to redevelop or conserve former lumber mill sites.*” The guide is available at MMC’s website: [www.mtmeadows.org](http://www.mtmeadows.org). Hard copies are also available.

Former lumber mill sites are the properties where an active lumber mill once stood and are challenging properties to reuse. Often located near a river and in the heart of a small community, these sites can be contaminated by the historical milling activities. Many communities have begun the process of reusing these properties, with varying degrees of success. Challenges can include a lack of private or public funding, concerns over potential clean up costs, and a lack of participation from all necessary stakeholders. This guide provides an overview of the steps one can take to begin a reuse effort as well as a “lessons learned” section that highlights how other communities have reused their sites.

The Mountain Meadows Conservancy is a non-profit organization that was founded in 2001 by Lassen County citizens concerned about the future of the Mountain Meadows Basin near Westwood, in Lassen County, California. The Mountain Meadows Conservancy is focused on developing and implementing creative solutions to the challenges faced by rural communities by conserving the unique rural environment of western Lassen County. “We are committed to working in partnership with all interested stakeholders, including area citizens, landowners, businesses, public agencies, educators, elected representatives, and public and private organizations at the community, regional, state, and national levels,” states Steve Robinson, Executive Director of the Mountain Meadows Conservancy.

“We are very proud to provide this guide to all who are interested in trying to reuse these types of sites,” says Robinson. “Taking on a reuse effort can be very challenging. We hope that this guide will provide a roadmap to help communities with their process.”

Hard copies have been made available. Email your request to [mountainmeadows@frontiernet.net](mailto:mountainmeadows@frontiernet.net) or mail request to MMC’s address at PO Box 40, Westwood, CA 96137.

This guide was made possible in part by funding from the Sierra Nevada Conservancy (“SNC”). “We are very thankful to the Sierra Nevada Conservancy for their support of our work in Westwood as well as this guide.” See [www.sierranevada.ca.gov](http://www.sierranevada.ca.gov) for more details about the types of projects SNC funds.

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For further media inquiries, please contact: Maija (“Maya”) West, Project Consultant, Mountain Meadows Conservancy, 575-770-0296, [maijawest@gmail.com](mailto:maijawest@gmail.com)

*Referenced Guide attached to this release*

**Mountain Meadows Conservancy  
Strategic Plan for the Robber's Creek Mill Site Project**

The Strategic Plan for the Robber's Creek Mill Site Project was adopted by consensus of the Board of Directors of Mountain Meadows Conservancy on July 16, 2011. Absent were board members Comanche Morales and Ron Lunder. The meeting was facilitated by Maija West, a contractor for the Mountain Meadows Conservancy.

The Board of Directors of the Mountain Meadows Conservancy ("MMC") has determined that the following four objectives are the highest priority for completion by July 2012 (*Note: Objective three was completed by the Board at strategic planning meeting*). The board has also determined that objectives five and six are of the next highest priority and shall be reviewed in July 2012 for completion in 2012-2013. The objectives are listed in order of priority. Finally, the board has started a vision for the site for the next five, ten, twenty and one hundred years which shall serve as guiding principles for all actions that MMC conducts in furtherance of the reuse of the Robber's Creek Mill Site.

**OBJECTIVE ONE:  
Finish "How to" Guide for Sierra Nevada Conservancy.**

Task	Who?	How?	When?
Distribute guide to board for feedback	Maija	Email	July 2011
Distribute guide to non-MMC community members for feedback	Maija	Via mail & hand-deliver	July 2011
Draft language for website	Maija	Complete & email to Steve/Angelina	August 2011
Draft list of all interested communities for guide distribution	Maija	Research other mill towns of any size	August 2011
Distribute guide to state/fed agencies for fact check	Maija	Via email with current contacts	August 2011
Develop list of media contacts for PSA	Maija	Meet with Steve and others for good contacts	September 2011
Print large format images of Kirsten's maps	Kirsten & Maija	Coordinate with Zeke (collect receipts for reimb through SNC grant) or print in Chico	October 2011
Add page to MMC	Maija & Angelina		November 2011

website for guide			
PSA distributed to local and regional contacts	Maija	Via fax & email for cost savings	December 2011
Email mill communities link to MMC website	Maija	Via email	December 2011
Final report to SNC (due March 2012)	Maija	Via email	Feb 2012

**OBJECTIVE TWO:**

**Obtain funding for Phase II of Project from the Sierra Nevada Conservancy and other sources.** Will include funding to conduct outreach and a phase I environmental assessment (more research of the site and some preliminary testing)

Task	Who?	How?	When?
Obtain operating grants	Steve	Apply for funding	March 2012
Identify other available state and federal funding	Maija/Steve		December 2011
Submit Phase II SNC grant application	Maija/Steve	Review draft application and submit	December 2011
Develop general plan for funding by project	Maija/Steve		December 2011
Work on list of potential grantors/donors	Steve		December 2011

**OBJECTIVE THREE:**

**Define access/types of use/size of site through consensus of the Board before any formal communication occurs outside of the organization.**

Task	Who?	How?	When?
Conduct meeting to list appropriate/inappropriate uses	MMC Board	Meeting	July 16, 2011 with follow up to absent board members for confirmation
Hierarchal list	Same	Same	Same
Identify sites by types of use and the properties to be included.	Same	Same	Same

**RESULT:** The following statement was adopted by consensus of the Board of MMC as its plan for the Robber's Creek Mill Site:

The Robber's Creek Mill Site is a small, but critical area that involves a sensitive watershed that is the home to many threatened and endangered species of plants and animals. Thus, MMC recommends the following plan for the site:

### **MMC'S SEVEN RECOMMENDED USES FOR MILL SITE**

*(Note: Internal use only, until external distribution approved by board)*

**(1) An interpretive trail system.**

a. Features:

- i. The trail should highlight the historical, cultural and environmental features of the site.
- ii. The trail should connect into the Biz Johnson trail at the 101 Ranch.
- iii. The trail will offer
- iv. The trail may become an integral part of a trail network from Chester to Westwood as well.

**(2) An educational and community center.** A site-appropriate amphitheater should be built.

- a. To be utilized by schools, government agencies, and community groups such as Ducks Unlimited and Audubon, as well as for eco-tourism and economic development opportunities.
- b. To allow for summer concert series and other types of performances.

**(3) A campground with tent and RV sites.**

- a. The campground should be marketed for Lake Almanor overflow for those seeking a quieter, more scenic camping experience.

**(4) A picnic/day-use area.**

- a. A picnic area should be built near the interpretive trail system to allow for integrated use.

**(5) A winter sports destination. "Quiet mountain winter sports"**

- a. The uses should include cross-country skiing.
- b. The uses may include ice skating and ski skating (high speed cross county skiing).
- c. The use of Bodfish for outreach and education regarding this site as a destination for winter sports
- d. *Facilitator's note: MMC board may also consider a winter sports event of some kind to increase economic activity in the winter such as a Snow Castle/Ice Sculpture Festival, or a Cross County Ski/Snowshoe 5k, or a site to allow for a commercial ice skating rink.*

**(6) Non-motorized use only.**

- a. Due to the sensitive nature of this small site, motorized use should not be allowed. The message to the community is: This small, critical area should be protected to ensure its beauty for future generations. *The board needs to work on this message to make sure it accurately conveys the board's intent.*

**(7) Appropriate light industrial/commercial use.**

- a. Low impact uses on the southern portion of the property should be encouraged when it is appropriate.
- b. Consideration must be given to current flood plain maps and Lassen County staff and Board of Supervisors should be continued to be educated in writing about the serious issues about development in this zone.

**OBJECTIVE FOUR:**  
**Improve Landowner Involvement.**  
The board agrees that landowner relationships need to be improved. In addition to contacting them for acquisition, MMC needs to be seen as a trusted resource and partner.

Task	Who?	How?	When?
Print 2 large format parcel map (24x20: 1 plastic or laminated and 1 paper)	Kirsten & Maija	Coordinate with Zeke or print in Chico	October 2011
Facilitate meetings with landowners in the following order:			
<u>Cheney Property:</u>	Steve	By phone	By fall 2011
<u>Coffi &amp; Adams/Lee property</u>	Garry Pritchard	Westwood style	By fall 2011
<u>Chittock &amp; Fedora properties</u>	Steve & Maija	Steve & Maija to meet and discuss	By spring 2012
Draft letter of intent to landowners with solicitation to be involved	Maija/Steve	Via letter after meetings	Dec 2011
Re-contact landowners once Phase I Environmental Assessments in place	Steve	Via letter	July 2012

The following acquisition plan was adopted by consensus. The goal of this acquisition plan is to have control over the most sensitive parcels and to allow for trail linkage to the Mountain Meadows Reservoir and to Westwood/Pinetown:

**OBJECTIVE FIVE:**  
**Educate children about the mill site.**  
(Possible goal for 2012-2013)

Task	Who?	How?	When?
Develop curriculum & get adopted for 6 <sup>th</sup> graders	TBA		
School kid involvement	TBA		
Plan for school/pub education program	TBA		

**OBJECTIVE SIX:**  
**Increase community awareness and involvement regarding the mill site.**  
(Possible goal for 2012-2013)

Task	Who?	How?	When?
Identify non-property owner stakeholders (including their names, addresses, email, and phone numbers)	TBA		
Conduct community outreach through forums	TBA		
Increase MMC web traffic	TBA		

**LONG TERM VISION FOR ROBBER'S CREEK MILL SITE**

The board also did a visioning exercise with the question "Where do you see the Robber's Creek Mill Site in the next \_\_\_ years?" for five, ten, twenty and one hundred years from now. The notes below were not voted on for consensus, but are the ideas and inspirations of individual board members. These notes shall be used as a roadmap for future discussions and strategic planning meetings regarding the Robber's Creek Mill Site.

**FIVE YEARS- Completed by 2016**

- Acquisition of the five priority properties with public access easements on all others
- Clean up of key parcels
- Public involved in clean up
- School curriculum/projects under way
- Project for seniors
- Meetings held with stakeholders and community members
- Water quality monitoring and testing for environmental contaminants initiated

- Trails at site connected with Biz Johnson trail
- Toxics on site identified and nearly remediated
- Plan for public education completed (including maps, photos, etc)

#### **TEN YEARS- Completed by 2021**

- Economic development plan for south properties completed
- Access to site for general public
- Day use for BBQ and outdoor gathering places completed
- Campsites, amphitheater, and trail completed, including handicapped accessible options
- Terminus of trail with Westwood Visitor's Center
- Master plan completed with support of property owners
- Active eco-tourism activity on site, non motorized access to lake and trails surrounding lake in process of being developed
- Close tie developed with recreation to trails on Dyer Mountain
- Active/monthly educational programs being conducted on site

#### **TWENTY YEARS- Completed by 2031**

- Commercial activity being conducted where appropriate
- Trails completed, maintenance underway
- Tours being conducted on historical/environmental features of the area
- Project integrated into community
- Wetlands established as a community asset for recreation and outdoor classroom
- Light industry
- Expanded equestrian center
- Tie in to Biz Johnson trail completed
- Medici yard gone/cleaned and foundations and tanks gone
- All season recreation occurring at site

#### **ONE HUNDRED YEARS- Completed by 2111**

- Integrated site with community
- Ecotourism year round
- No detectable contamination of water from mill site legacy
- Mill site considered an accessible open space asset for a revitalized Westwood
- Domed to protect site from global warming
- Maintenance and expansion of site into other lands that need protection
- Youth volunteer rangers/historians lead tours on the site