

THE LANDING

MT. SHASTA COMMERCE PARK
AREA WIDE PLAN



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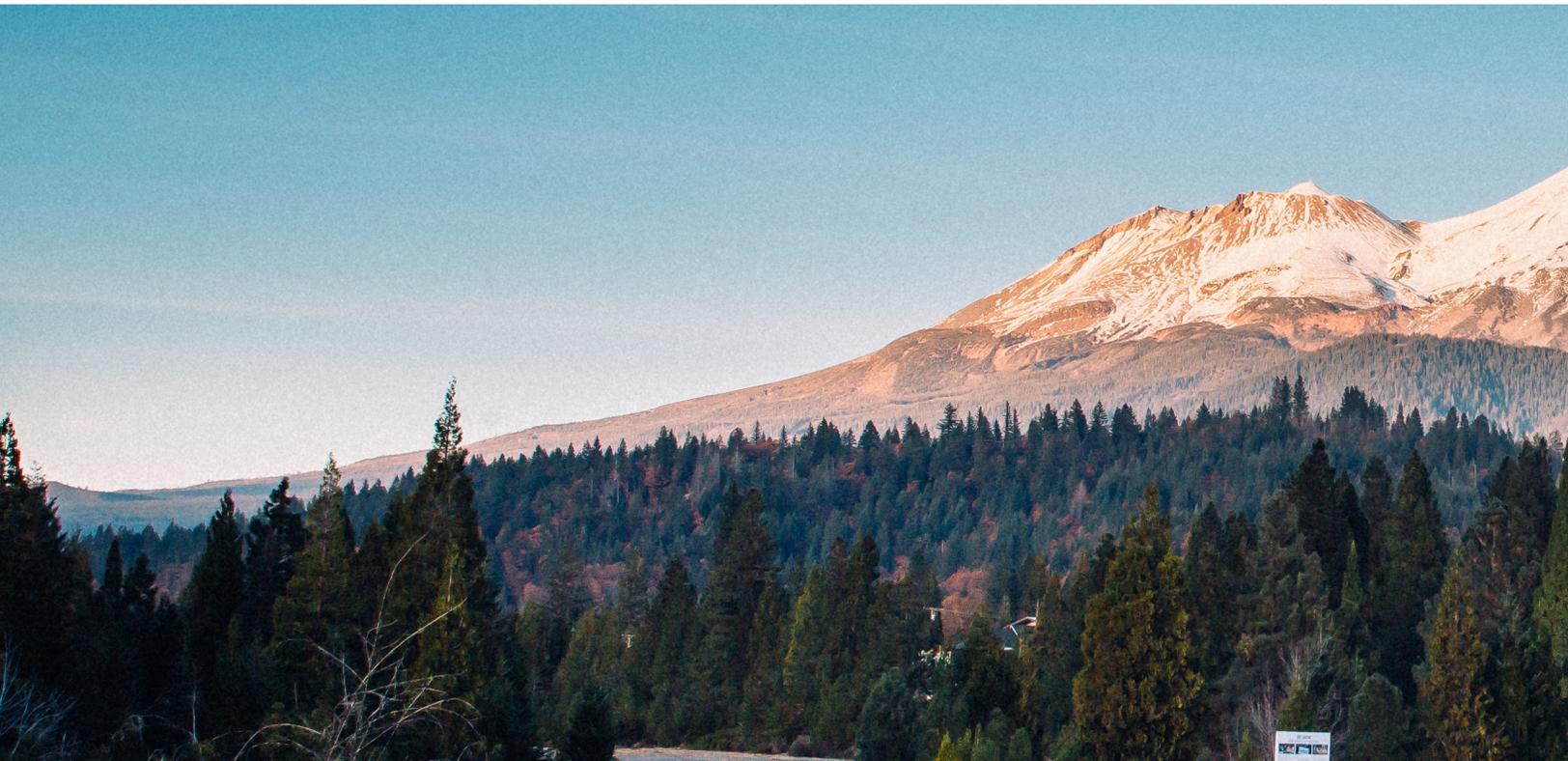
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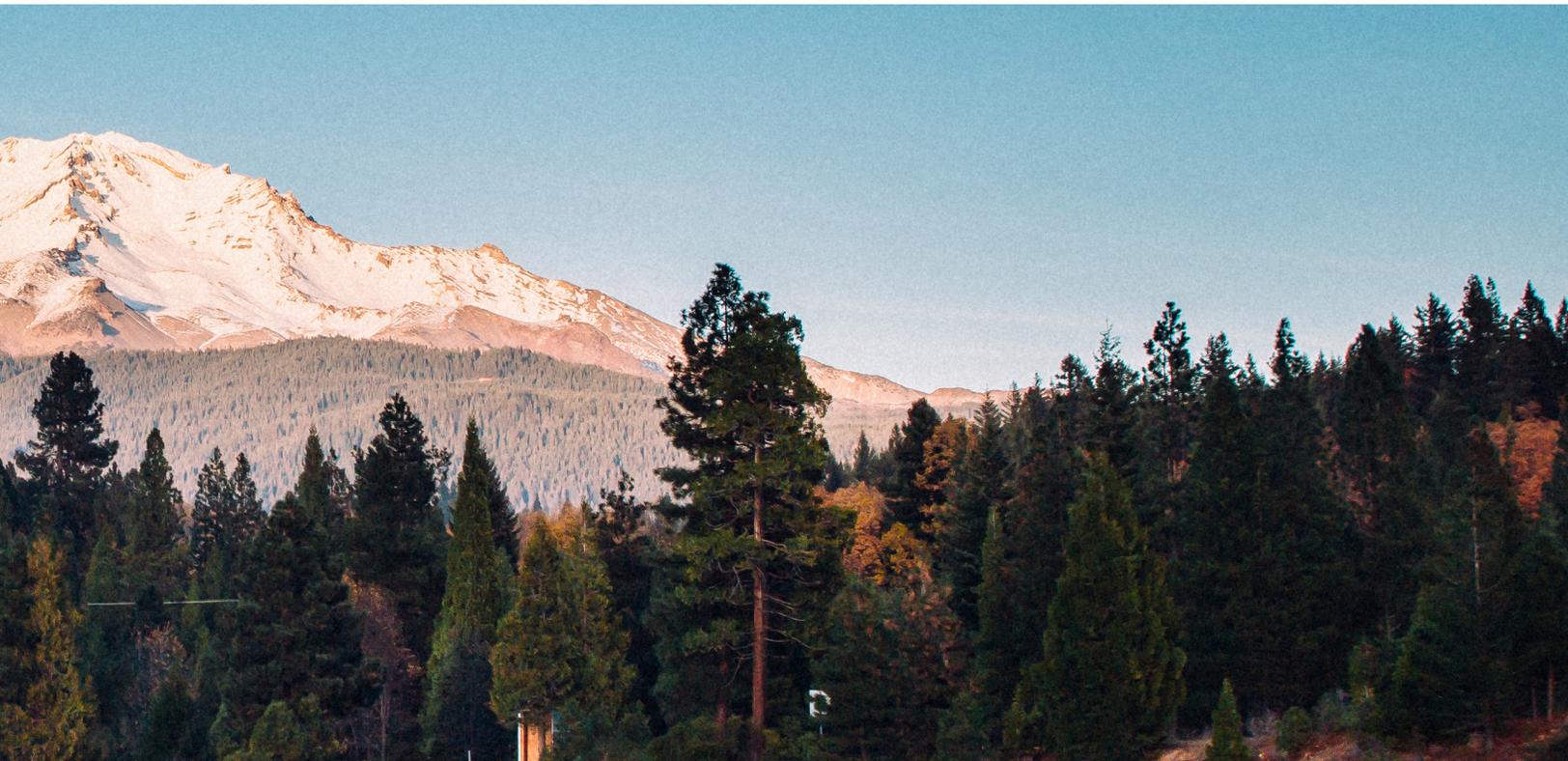
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AREA WIDE PLAN

THE LANDING

MT. SHASTA COMMERCE PARK



Part 1 - INTRODUCTION

The Landing – Mt. Shasta Commerce Park

The Landing Commerce Park is a property in the City of Mt. Shasta, California that was once a major lumber mill and the City’s largest employer and main economic driver in the area. The lumber mill closed down more than 30 years ago, causing a serious slowdown in economic growth that has persisted for years. Since the closure of the mill, the property has remained vacant, scarred by the foundations of the former mill and the legacy of brownfield contamination. The Landing was deeded to the City of Mt. Shasta in 1989 and annexed into the city limits. Since that time, The Landing has become a symbol of development potential for Mt. Shasta to become a regional leader in commerce and tourism. Within the last 15 years, the idea of restoring The Landing to productive use has gained traction and has become a top priority for the City of Mt. Shasta and the surrounding community. Diverse stakeholders within the community believe that the size and location of the site provide great potential for a myriad of development options. Those options include commercial, industrial, recreational, public, and green space uses, and specifically emphasize tourism and recreation uses.

Over 1.5 million dollars has been invested in environmental projects with the aim of assessing the property, planning for and cleaning up contaminants, and ultimately redeveloping. Brownfield grants and other leveraged funds help establish the extent of contamination, assist with clean-up planning, and allow for development planning. The Landing property has many qualities that favor redevelopment. These qualities include the fact that the site is quite large (127 acres); it is located near vital infrastructure such as a road, rail, power, and water; and it is located near major tourist attractions such as Mount Shasta, surrounding national forests, and downtown Mt. Shasta City. The property has the potential to attract significant employers, provide much-needed community green space and further current efforts in the travel and tourism industry.

The City of Mt. Shasta is ready to put the property back into development, pending final clean-up performance with the assistance of federal, state, and regional environmental agency partners. These partners include the United States Environmental Protection Agency (EPA), the California Department of Toxic Substances Control (DTSC), the Central Valley Regional Water Quality Control Board (CVRWQCB), the U.S. Department of Commerce, and the Economic Development Administration. In addition, the City of Mt. Shasta has worked closely with many local partner organizations to leverage funds and plan for end-uses at the site. The establishment of this Area Wide Plan should provide a guiding framework for the City and all of the contributing partners to align assessment and clean-up efforts with long-term community redevelopment goals, infrastructure improvement, and developer attraction.

Mt. Shasta is a rural, alpine city that sits at the southern end of Siskiyou County, the state’s 5th largest county in acreage and 33rd largest in population. The town serves as the center for regional tourism and is the second largest by population in the county, with 3,394 residents in a 3.75-square-mile boundary and an additional 3,000 residents living just outside the city limits (Table 1).





Artistic Rendering of the Landing.

Table 1: Local Demographics Compared to State and National Averages

	Mt. Shasta City	Siskiyou County	California	National
Population:	3,394	44,900	37,253,956	308,745,538
Population under 19	22.9%	23.1%	28.1%	26.9%
Population over 65	18.2%	19.6%	12.1%	13.1%
Percent Minority:	10.4%	15.3%	42.4%	26.7%
Median Household Income:	\$42,538	\$37,948	\$61,400	\$53,046
1 Data from the 2010 U.S. Census and American Fact Finder www.census.gov and factfinder2.census.gov				
2 Data from the Bureau of Labor Statistics available at www.bls.gov				
3 Data from the CA Economic Development Department at www.edd.ca.gov				

The Landing—Mt. Shasta’s brownfield redevelopment project site—has had multiple names and owners over the last 125 years, but its long legacy as a major lumber mill site has left the property contaminated and unsafe for non-industrial uses. The site has seen diverse operations related to the timber industry focused on multiple products and uses over its operation from 1890 to 1985. A Box Factory, Old Mill, and New Mill were the most important buildings, but various complementary activities related to transportation, sawing, treating, manufacturing, and storing lumber occurred onsite. (See the Assessment of Current Brownfields for more information.)

Since the closure of the mill in 1985, the property has remained empty, with the exception of foundations and slowly growing scrub and pine vegetation cover. The site is large (127 acres or 5.3% of the city area), close to downtown (<1 mile), and near to all types of infrastructure, but has needed brush removal, assessment, and clean-up planning before final remediation and development. Several environmental assessments over the past 15 years have discovered hazardous substances and petroleum products, including wood treatment chemicals, dioxins/furans, pentachlorophenol (PCP), and petroleum fuel residues in many areas throughout The Landing property. The close proximity of The Landing to downtown Mt. Shasta, along with the common usage of the site for hiking, biking, and itinerant camping, is a concern because human exposure to soil and water-borne industrial contaminants can be harmful.

To address the community demand for jobs, infrastructure, green spaces, and tourism development, the City of Mt. Shasta has established and prioritized goals and objectives for the development of The Landing.

As part of a Public Involvement Plan, the City of Mt. Shasta has worked with residents and local community organizations to identify the types of developments that would best serve the community.

The general consensus for first steps in this process include the development of 1) a recreational vehicle (RV)

park, 2) an interactive, outdoor museum and recreational park/green space, 3) multi-use trails for hiking and biking, 4) a commercial/retail section 5) a light industrial section, 6) a performing arts/general arts center, and 7) complementary hospitality services (restaurants, shops, etc.).



Through this Area Wide Planning, the City can provide greater certainty to the future of The Landing and take advantage of development opportunities that can revitalize the site and strengthen the local economy.

This Area Wide Plan is intended to provide an overview of potential options for the City of Mt. Shasta to take in preparation for redevelopment of The Landing. This includes a review of the strengths, weaknesses, opportunities, and threats for the site and its infrastructure, along with the work that has gone into assessing, cleaning up, and preparing for development. The Area Wide Plan also contains an implementation strategy that summarizes the environmental assessment, addresses community priorities, and leverages clean-up/reuse opportunities. This plan will also discuss partners and related plans from other organizations that the City can work with to advance its goals. This plan serves to outline property marketing techniques to attract commercial business developers and inform locally driven initiatives including environmental improvement, economic development, and community revitalization. This document does not serve to replace existing City planning efforts. Rather, this plan should be used to inform the City's planning processes. This Area Wide Plan outlines these special considerations and provides a guiding framework for implementing community priorities in future redevelopment projects.

Part 2 - HISTORICAL REVIEW

The Landing – Mt. Shasta Commerce Park

Summary

Siskiyou County has a long history of agriculture and resource extraction (lumber and mining). Public lands managed by the United States Forest Service and the Bureau of Land Management represent approximately 60% of Siskiyou County. With a fairly small population and a large area of rugged forest, this region naturally gravitated towards logging and wood-product exports as a primary economic driver. Starting in the early 1900s, logging became a major industry locally and this accelerated through the 1970s. This began to change in the late 1970s and 1980s with new government strategies regarding industry and the environment that lead to more stringent resource conservation policies. This new focus on resource conservation increased federal and state environmental regulations to mitigate adverse impacts of industrial logging on water, endangered species, and human populations. This change in priorities for public land use then dramatically impacted the lumber industry in Siskiyou County. Consequently, the reduction in permitted logging on public land caused a precipitous decline in the number of lumber mills in the region from more than 30 mills in 1980 to none by 2011 (Siskiyou Daily News). This significant impact on the local communities is still felt today, leaving behind dilapidated industrial mill sites and high unemployment.

The economic distress of losing so many major employers in one region has had diverse effects, including a large decrease in income levels as well as emigration that has led to an aging population and smaller workforce. The closure of the Mt. Shasta mill in 1985 removed more than 150 jobs at one time and subsequently led to the loss of other jobs in the community that had depended on the mill operations. This caused difficult times in Mt. Shasta, seriously cutting down on general economic activity for a long period of time. While the economy has improved over time with the rise of the tourism industry and other service sectors to replace the mill, it still has not fully recovered from the economic levels that were seen in the 1970s and 1980s with the lumber industry. This slow recovery is still apparent in local demographics when compared to the rest of the state and nation (Table 1).

Table 1: Local Demographics Compared to State and National Averages

	Mt. Shasta City	Siskiyou County	California	National
Population:	3,394	44,900	37,253,956	308,745,538
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Median Household Income:	\$42,538	\$37,948	\$61,400	\$53,046
Public Income Assistance	11.9%	15.6%	9.3%	7.3%

1 Data from the 2010 U.S. Census and American Fact Finder www.census.gov and factfinder2.census.gov
2 Data from the Bureau of Labor Statistics available at www.bls.gov
3 Data from the CA Economic Development Department at www.edd.ca.gov



Brownfields Overview

Since the 1980s, the Environmental Protection Agency (EPA) has made an effort to assist communities with the clean-up of legacy industrial properties. Due to a greater understanding of environmental toxicology, the EPA has prioritized clean-up of certain chemicals and byproducts left by former industrial properties that can have negative human health impacts. In Siskiyou County, understanding the negative health impacts associated with petroleum products and hazardous chemicals, in particular, those used in wood treatment and preservation, has led the EPA to invest in assessment and clean-up of former mill sites such as The Landing in Mt. Shasta. This investment has also included funding to state-level agencies such as the Department of Toxic Substance Control and the State Water Resource Control Board to continue these projects according to local needs. The Brownfields Program is one of several such programs that are designed to review historical activities at a certain site, assess health issues through sampling and analysis, prepare clean-up planning, perform clean-up, and then plan for redevelopment.

The ultimate goal of this program is to bring old industrial sites with real or perceived contamination back into use, preserving unused greenfields, taking advantage of existing infrastructure, and improving economic capacity.

Ownership Review

The Landing in Mt. Shasta (formerly the Roseburg Mt. Shasta Mill) was identified in the early 1990s as a site of interest due to its large size and proximity to major water sources. As such, it has seen a high level of funding to assess the overall extent of contamination and preparation for clean-up. A mill was originally built on the site in 1900, and what follows is an overview of ownership and uses for the site.



1900-1920	1920-1940	1940-1963	1963-1979	1979-1989	1989-Present
Pioneer Box Company	Mt. Shasta Pines Company	Ralph L Smith Lumber Company	Kimberley-Clark Corporation	Roseburg Forest Products	City of Mt. Shasta
<p>All three operated in the northern section of the large property now called the Old Mill and produced a variety of raw lumber lengths for multiple basic furniture and housing needs.</p>			<p>Production was moved to the New Mill further south in 1963, which included a large Log Deck in the southern portion of the property, as well as a major Box Factory in the western portion of the site.</p>	<p>Subsequently, the site was purchased and operated between 1979 and 1987 by the Roseburg Forest Products company until its closure and mill disassembly from 1987 to 1989. This included the dismantling and removal of all structures and storage tanks by Roseburg Forest Products.</p>	

The City of Mt. Shasta: 1989–Present

The City of Mt. Shasta was deeded the property in 1989 by Roseburg Forest Products, including all water rights and liabilities that came with the property. Since that time, the property has remained vacant, and the City has not caused or contributed toward any release of hazardous substances at the site. There is currently no official use of the site with the exception of regular police patrol. Intermittent unsanctioned use of the site by hikers/bikers and for other recreational purposes does occur. Also, occasional intermittent unsanctioned

Brownfields Assessment and Clean-up Work

Due to the relatively large size of the site and piecemeal nature of the funding, assessment has taken more than a decade. Following is a list of the completed assessment projects, their scope, and results. Use as an itinerant/homeless camp has been noted.

1998 EPA Targeted Site Assessment: \$100,000

Old Mill & Northern Log Decks - Included the analysis of soil and groundwater for petroleum hydrocarbons, volatile organic compounds, dioxins/furans, and metals.

2005 EPA Targeted Site Assessment: \$100,000

New Mill & Southern Log Deck - Included the analysis of soil and groundwater for petroleum hydrocarbons, volatile organic compounds, dioxins/furans, and metals.

2005 DTSC Targeted Excavation: \$10,000

Above-Ground Storage Tank - Petroleum.

2007 DTSC Targeted Site Investigation: \$50,000

Phase II Report analyzing the Dip Tank and Transfer Pit regions.

2009 DTSC Targeted Site Investigation: \$50,000

Assessment of the New Mill and Box Factory including analysis of well and soil samples for petroleum products.

2010 EPA Community Wide Assessment: \$400,000

Phase II of the Old Mill, analyzing petroleum and hazardous materials in the Boiler Room, Dip Tank, Refuse Burner and Log Pond. This also included the development of an Analysis of Brownfield Clean-up Alternatives (ABCA) and an Area Wide Development Plan. Some of this work is ongoing.

2012 EPA Multipurpose Grant: \$400,000

Phase II Environmental Assessment of the New Mill, Box Factory, Dump Site, Equipment Shed, and clean-up performance on the New Mill and Equipment Shed. This also included an Analysis of Brownfield Clean-up Alternatives (ABCA) and a Remedial/Removal Action Work Plan (RAWP). Some of this work is ongoing.

2014 DTSC Targeted Site Investigation: \$120,000

Phase II Report assessment to fill in gaps and finish assessment of all regions of the Old Mill.

2015 DTSC Targeted Site Investigation: \$75,000

Phase II Report assessment to fill in gaps and finish assessment of all regions of the Old Mill.

2015 EPA Targeted Brownfield Assessment: \$50,000

Phase II Report assessment to fill in gaps and finish assessment of all regions of the New Mill.

Currently, all portions of the mill section east of Mt. Shasta Boulevard have been cleared as “clean” and prepared for redevelopment.

Portions of the site between the Old and New Mills (north-central) and south of the New Mill and Box Factory (all of the south are also cleared for development.



Current and Future Grant Applications:

Current EPA Clean-up Grant opportunities, if accepted, will finish the clean-up and preparation for redevelopment of the Old Mill (northern section) by the end of 2017/2018. This will leave more than 95% cleared for development. The remaining 5% of land will require greater funding to complete assessment and clean-up.

1. Old Mill region: Three (3) individual EPA Brownfield Clean-up Grant applications are planned to be submitted to the EPA requesting \$600,000. Acceptance of 2 or 3 applications will allow for total clean-up of the Old Mill by 2018/2019.
2. New Mill region: Up to three (3) individual EPA Brownfield Clean-up Grant applications are planned to be submitted to the EPA requesting \$600,000. Acceptance of 2 or 3 applications will allow for total clean-up of the New Mill by 2018/2019.
3. Land use restrictions, covenants, or contracts to limit access and use of the site can take the place of these grants if they are not accepted. Examples of land use covenants include restrictions on trenching depth, drilling a well, and strategic placements of soil caps in development planning.

Ongoing and completed work should leave the vast majority of the New Mill (central section) cleaned by the end of 2015. It is expected that more than 80% of the site will be cleared and cleaned by 2016.

Part 3 - ASSESSMENT OF CURRENT BROWNFIELDS

The Landing – Mt. Shasta Commerce Park

The Landing Overview

The City of Mt. Shasta applied for and received a grant from the Environmental Protection Agency in 2010 to fully assess brownfields in the City and to prepare The Landing – Mt. Shasta Commerce Park for clean-up and redevelopment. This Community-wide Assessment Grant (BF 00T69101-0) was in the amount of \$400,000 and had a duration of 3 years, with an extension concluding on June 31, 2015. The grant was composed of several tasks, including the conduct of Phase I and Phase II assessments, community

outreach, and clean-up planning. The City of Mt. Shasta contracted with the Siskiyou County Economic Development Council and Geocon, Inc. in order to manage the grant and carry out all deliverables within the grant, including environmental assessment, analysis, and planning.



Through intensive planning, cooperation with stakeholders in the community, and a series of workshops, the City of

Mt. Shasta and the EPA determined that The Landing was the highest priority and would receive the largest share of funding from this grant.

While several other brownfields were identified in the city through a study and catalog of potential sites, and this catalog was produced as a deliverable for the project, The Landing clearly had the greatest prominence and potential. The Landing is Mt. Shasta's designated area, not just for commerce, but also for recreational, community, office space, retail, and industrial development.

The Landing is a large former mill site with more than 127 acres abutting both the I-5 corridor and Mt. Shasta Boulevard, the main thoroughfare in town. The site is divided into smaller pieces depending on former usage, including the Eastern Portion, New Mill, Old Mill, South Log Deck, and Box Factory. Each section has seen some assessment and remediation efforts over the years, with major brownfield work conducted through EPA grants at the Old Mill and New Mill. The site was first developed by the Pioneer Box Company in 1900. Lumber mill operations were reportedly conducted by several parties, most recently Roseburg Forest Products (RFP), at the site from 1900 until the late 1960s when operations were moved south to the New Mill. Due to these facts, along with the determination of greatest use and urgency for the community, the decision was made to emphasize the study on the Old Mill for this grant.

Health and Safety Impacts of The Landing

Environmental and economic issues aggravated by this site have a definite impact on Mt. Shasta and beyond, damaging the health, welfare, and economy of the region. These impacts are acute and chronic, direct and indirect, yet all serve to undermine the health and vitality of the city's residents. Since The Landing is less than a mile from downtown Mt. Shasta, another issue of concern is human exposure. The unsanctioned recreational use of The Landing increases the potential for exposure to site contaminants. For example, studies have shown that cumulative exposure to PCPs, dioxins/furans, and diesel-type organic compounds increases risk of heart disease, cancer, and infant mortality, and generally decreases lifespans for exposed populations (BNSF Study, 2014). Residents living downstream, especially those in poverty, are exposed to these contaminants. Itinerant camps have been known to set up within the thick brush of the site, leaving these site users even more susceptible to exposure to site contaminants in soil and water. This has also led to a personal safety issue, as violent crime has been logged by the Mt. Shasta Police as occurring on the site. This has prompted a clean-up of vagrant sites and more patrols for the site.

Chemicals suspected of causing major health issues have been detected throughout The Landing and are a prominent threat to the health and welfare of the local population. For example, the chemicals used in wood treatment are known to have acutely harmful effects on the environment and human populations. Siskiyou County Public Health Directors Terry Barber and Terri Funk have described two distinct community impact events in the last 20 years where State Public Health officials investigated spikes in adult cancer rates and prevalence of endocrine disorders in children. In both instances, State Public Health officials could not determine a causal link to environmental contaminants due to the low statistical power associated with small local populations. However, 2012 California Public Health data shows Siskiyou County has the largest crude death rate among all California counties (double the state average) and the second largest rate of cancer deaths in the state (Table 3). Further, rates of chronic liver disease are double state and national averages, suggesting long-term environmental pollution impacts on residents.

Economic Impacts of The Landing

The decline of the timber industry has left a legacy of economic hardship in local communities such as Mt. Shasta that has been a struggle to overcome. The closure of the Mill cost more than 150 jobs immediately and had a greater effect on related occupations. As the region has slowly shifted to a service-based economy oriented toward tourism, problems of chronic unemployment, low wages, and high poverty have remained endemic and up to twice the national average in Siskiyou County. Drug use is also a problem locally with low-income populations, especially methamphetamine abuse, which has risen with the decline of employment and has greater incidence at vacant sites such as the brownfields sites in Mt. Shasta. This is a drain on resources, forcing Mt. Shasta to invest more heavily in public health and safety. This drain has also eroded public trust in the remaining business community. Mt. Shasta has a 15% commercial vacancy rate according to City Planning officials, which depresses the local economy and hurts property values of nearby businesses. The City has also seen a recent spate of business closures as the city continues to recover from economic upheaval. The lack of snow in recent years (due to drought) has also had negative ramifications on economic development in the tourism industry.

The sensitive populations in Mt. Shasta are much more likely to be exposed to and feel the effects of negative environmental conditions due to their proximity to The Landing. A relatively high percentage of residents in Mt. Shasta have disabilities or require public support, compared to the national average, further straining the economy. Similarly, rural and isolated populations have limited mobility, and their access to healthcare and social services is severely limited. A relatively large share of Siskiyou County's population surrounding Mt. Shasta is categorized as sensitive or at-risk, compared to state and national figures (Table 2). Sensitive populations include minorities, children, and seniors, along with those with a disability, on public income assistance, on EBT/SNAP, or without healthcare coverage (Table 2).

	Mt. Shasta City	Siskiyou County	California	National
Population with disability	24%	19.5%	10%	12%
Public Income Assistance	11.9%	15.6%	9.3%	7.3%
No Health Care Coverage	14.7%	15.5%	17.8%	14.9%
Elderly Poverty Rate	15.4%	10.0%	9.9%	9.4%

1 Data is from the 2010 U.S. Census data and is available at www.census.gov.

	Siskiyou County ¹	California ¹	National ¹
Crude Death Rate (All Causes) ²	1168.9	602.2	800.0
All Cancer Death Rates ^{2,3}	182.6	151.7	173.0
Deaths Chronic Liver Disease ^{2,3}	21.7	10.8	10.8
Drug-Induced Deaths ^{2,3}	21.0	10.5	13.1

1 Data from 2012 CA Public Health Report "County Health Status Profiles" 3-year averages (2008-2010)
 2 Death rate is defined as deaths per 100,000 population
 3 Age-Adjusted Death Rate

The region has also suffered from the recent recession. While the rest of California and the United States has recovered economically from the 2008 recession, the California Employment Development Department reports that as of October 2014, Siskiyou County remains in recession. Specifically, CEDD data indicates that before and after the national 2008 recession, Siskiyou County lost an annual average of >500 jobs, resulting in unemployment doubling to 16.6% during the 2006 to 2011 period. Most of these lost jobs have not been recovered, unlike the rest of the state and the nation. The timber industry has been established through regional studies by the Center for Economic Development at Chico State to be the industry with the greatest multiplier effect, bringing more money in per employee and returning more money into the economy, than any other employer, so even as Mt Shasta finds new industry types, it is difficult to fully replace what was lost.

As a rural community with a small population, Mt. Shasta has not been able to tap into the dollars and resources that might be available to larger population centers. Funds generated through increases in general funds, fees, sales/property/special taxes, or assessments are difficult to obtain due to small populations and fewer local businesses. Community Development Block Grant (CDBG-HUD) funds automatically awarded to larger communities are only accessible to California's smaller communities through highly competitive, overprescribed processes, leaving grant support at a minimum. Mt. Shasta is then forced to focus solely on basic services (such as public safety and infrastructure) and seek alternative funding for community and economic development activities. Mt. Shasta is struggling with a small staff, layoffs due the recession, and loss of tax base due to abandoned properties. As Mt. Shasta has a regional impact and pulls on labor from a larger region, this has had a magnified impact. This is why the assistance from EPA and DTSC to assess and clean-up brownfields locally is so important.

Mt. Shasta has targeted new industries for expansion and has a pool of educated low and moderate-income individuals to fill demand, but existing brownfields have discouraged investment and development. The perception of The Landing as unclean and unsuited for development has damaged the City's ability to prepare for, fund, and arrange for development onsite. While all community leaders agree that the site has prime potential to become a new center for Mt. Shasta that can bring in retail, commerce, music, recreation, and economic contributions, the perception will continue to alarm developers and residents until clean-up is completed.

The existence of brownfield contamination presents a threat to the environment and human health, but understanding the specifics of these threats and what needs to be done to assess, clean, and redevelop the property is imperative. By mitigating contamination impacts outlined below, economic activity can safely be restarted on The Landing and begin improving the regional economy again after a 30 year hiatus.

As long as the site is perceived as contaminated, it will be difficult to redevelop the site, especially toward the goal of outdoor tourism.

Physical Attributes and Environmental Impacts

Old Mill

The Old Mill has been split for technical reasons into three sections based on former use: the Eastern Area (Dip Tank/Transfer Pit), the Central Area (Boiler Room/Wood Pile), and the Western Area (Refuse Burner/Log Pond). Contamination present throughout the region impacts the soil and groundwater to varying degrees. At the time of property transfer to the City of Mt. Shasta in 1989, all former mill structures at the site had been removed and wood debris deposited over the area to cover polluted soil. There are no current uses with the exception of unsanctioned itinerant camping and recreational use of the site by hikers, bikers, and runners. The petroleum hydrocarbons, diesel, PCPs and heavy metals present were complicated to characterize due to the mixed presence with organic matter, but a general overview of contaminants has been obtained. Each of these areas had specific uses that will require specific remediation plan actions. A summary of these findings follows.

I. Eastern Area

1. Contamination Type: Predominantly hazardous materials
2. Operational History: A Dip Tank and Transfer Pit occupied this portion of the site, treating chemicals and storing them for transfer to additional processing.
3. Environmental Concerns: Pentachlorophenol (PCP) has impacted soil and groundwater in the Eastern Area.

II. Central Area

1. Contamination Type: Predominantly petroleum byproducts
2. Operational History: A Boiler Room once occupied this location and produced petroleum byproducts. Additionally, scrap and used wood was deposited in a nearby woodpile.
3. Environmental Concerns: Petroleum hydrocarbons (diesel and oil) have impacted soil and groundwater in the Central Area. The location of these contaminants in proximity to the water gradient is a danger to populations downriver in the Sacramento watershed of which Mt. Shasta is at the headwaters.

III. Western Area

1. Contamination Type: Predominantly hazardous materials and some petroleum products.
2. Operational History: A Refuse Burner once stood in this location that incinerated wood, producing mostly hazardous chemical residues and some petroleum whthatich ended up in the adjacent log pond upon the disassembly of the mill.
3. Environmental Concerns: Pentachlorophenol (PCP) and petroleum hydrocarbons (diesel and oil) have impacted soil and groundwater at the Eastern Area and particularly around the Log Pond. The location of these contaminants is a danger to the residents of Mt. Shasta who use the site along with populations downriver in the Sacramento watershed of which Mt. Shasta is at the headwaters.

New Mill

The New Mill has been split into four specific sections as pertains to brownfield clean-up, specifically Eastern (Equipment Shed), North-Central (Milling Site), South-Central (Dumpsite/UST), and Western (Box Factory) areas. At the time of property transfer to the City of Mt. Shasta in 1989, all former mill structures at the site had been removed. There are no current uses with the exception of unsanctioned itinerant camping and recreational use of the site by hikers, bikers, and runners. The diesel and oil present was difficult to characterize due to the mixed presence with organic matter, especially in the wood pile. Each of these areas had specific uses that will require specific remediation plans and actions. A summary of these findings follows.

I. Equipment Shed

1. Contamination Type: Predominantly petroleum byproducts
2. Operational History: An Equipment Shed once existed at this location and a major foundation still sits on the site which can be an issue for assessment and clean-up processes. Petroleum contaminants related primarily to equipment and vehicles at this site are issues.
3. Environmental Concerns: Petroleum hydrocarbons have impacted soil and groundwater in this area to a minor extent.

II. New Mill - Milling Site

1. Contamination Type: Predominantly hazardous substances and petroleum byproducts
2. Operational History: This site was once the major location of the New Mill and milling and other log factory-related processes were completed at this site.
3. Environmental Concerns: Petroleum hydrocarbon and PCP-related chemicals have minimally impacted soil and groundwater in this area.

III. Dumpsite/UST

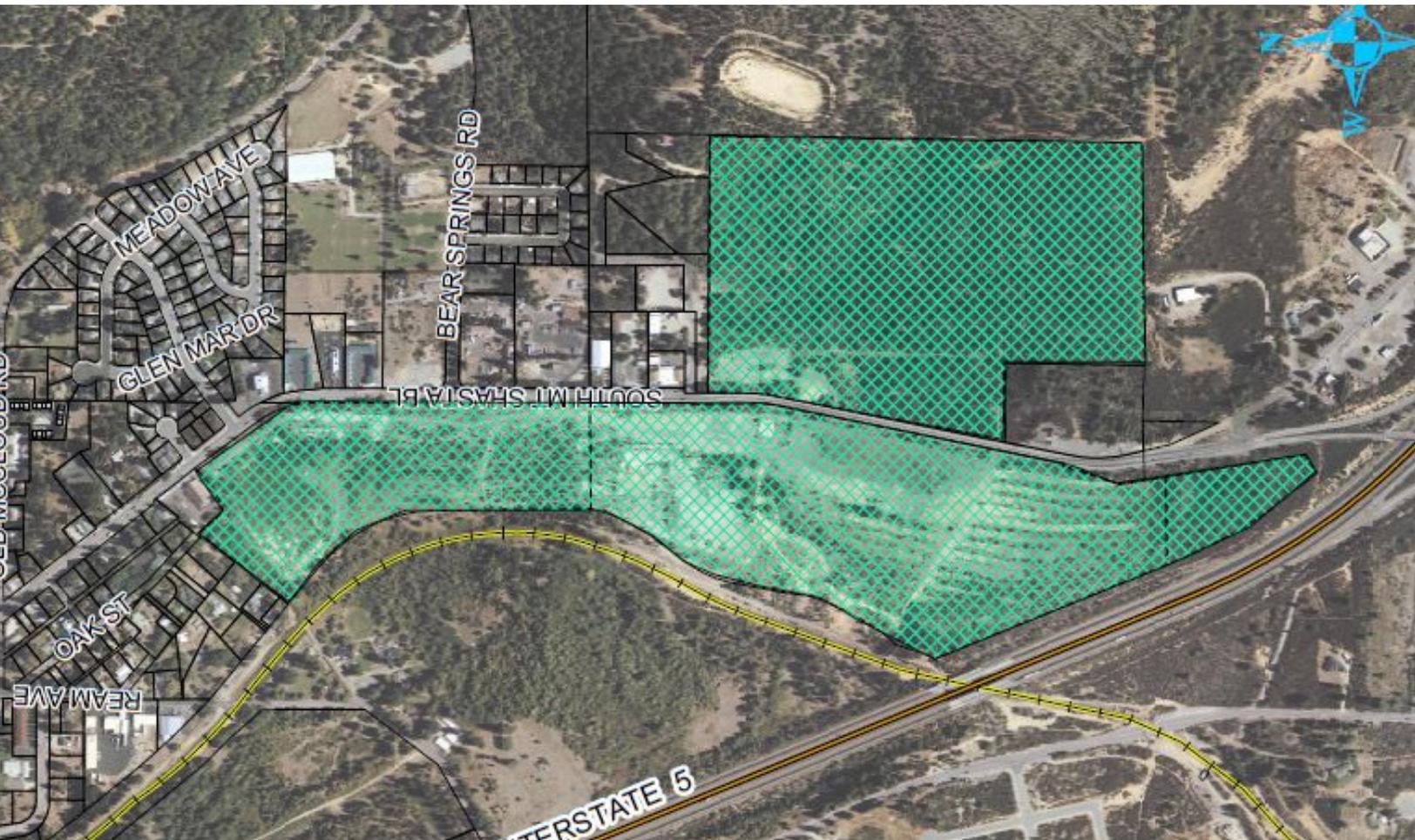
1. Contamination Type: Predominantly hazardous substances and petroleum byproducts.
2. Operational History: At this location existed an Underground Storage Tank and debris and general refuse has been dumped over a long period of time, including periodic burial of materials. The exact types of materials is diverse and difficult to fully label.
3. Environmental Concerns: Pentachlorophenol (PCP) and petroleum hydrocarbons (diesel and oil), as well as other potential metals and materials, have impacted soil and groundwater at the Dumpsite/UST.

IV. Box Factory

1. Contamination Type: Predominantly hazardous substances.
2. Operational History: A Box Factory once stood in this location which manufacturer wood products, producing hazardous materials related to production and vehicles nearby.
3. Environmental Concerns: Pentachlorophenol (PCP) and petroleum hydrocarbons (diesel and oil) have impacted soil and groundwater at this location.

For more information, please refer to the following:

- Summary of New Mill and Old Mill Phase II Reports
- Geocon Analysis of Brownfield Clean-up Alternatives (ABCA)
- TRC Web map (Brownfields assessment sites locations)
- https://webmap1.trcsolutions.com/San_Francisco/MtShasta2/index.html



Part 4 - ASSESSMENT OF CURRENT INFRASTRUCTURE & DEMOGRAPHICS

The Landing – Mt. Shasta Commerce Park

Infrastructure Overview

The site has a high level of existing infrastructure and is served closely by services such as power, water, sewer, and broadband. This has placed The Landing in an advantageous position as one of the largest and most well-prepared plots of developable land in far Northern California. While the site does have a number of advantages, it also continues to require additional work and investment. Zoning and transportation infrastructure, as well as city infrastructure stubs, could use some upgrading to better prepare for the attraction of outside businesses. Following is an overview of that infrastructure, as well as a review of related demographics that can assist the City and/or a prospective client in siting at The Landing in Mt. Shasta.

Acreage: 127 vacant acres

Adjacent: Orchard Property (50 vacant acres) Zoning: Planned Use Development

Planned Use Development (PUD) is a designation by the City of Mt. Shasta that indicates that any type of development may occur on this site with approval from the City Planning Commission. This has advantages and disadvantages depending on the needs of the City, community, and particular businesses. On the positive side, the PUD designation allows for diverse property uses, giving flexibility to the City in its targeting of industries and companies. Unique or unexpected businesses or industry types that are acceptable to the community can site on the location with less effort and a smoother process. Even this smoother process can become complex, of course, particularly in a community as sensitive to development as Mt. Shasta. The PUD designation currently coincides closely with the City's desires to allow The Landing property to accommodate diverse uses and to follow the City's Land Use Element, which calls for development that will fit within the existing community attributes of Mt. Shasta.

The Planned Use Development designation can also have disadvantages, including lending some uncertainty to the development of the site and adding additional red tape for a business considering siting at The Landing. The PUD zoning may potentially necessitate a lengthy zoning change process that would slow the timeline of any business looking to develop at The Landing. In the case of a united opposition or a controversial industry, this could be fatal to a project. Research from the Public Policy Institute (PPI, CEQA Reform 2005) has indicated that for businesses with tight schedules and thin profit margins, this delay can make all the difference. Also, a rezoning process could embroil the City in a hearing process with the community and environmental organizations, a real danger in Mt. Shasta. The less the City can involve these parties and the more the City can prepare for specific types of businesses and industries before the arrival of a company, the better. Business siting is a complex process and interested parties that believe that they have the potential to encounter resistance that is not smoothed by city policies or zoning can leave abruptly. While the City wants to maintain flexibility, it is recommended that the City determine the exact land uses it desires and rezone according to those goals.

The City of Mt. Shasta has made a major effort over the years to invest time, effort, and funding in The Landing – Mt. Shasta Commerce Park with the intention of attracting new businesses and developments.

Transportation Infrastructure

Freeway Access: Interstate-5

Rail Access: Union Pacific Railroad

Overview: The position of the site approximately midway between San Francisco and Portland also gives it an ideal location for the delivery and warehousing of goods on the West coast. Both locations are less than 400 miles from Mt. Shasta, while Los Angeles and Seattle are 600 miles or less. More information is included in the charts below.

Although the rail line forms the western edge of the property and no rail spur exists on the site, spurs do exist within a few miles. Spurs would have to be constructed on the site if that is preferred. The closest railway station is 10 miles to the south in Dunsmuir, CA. Negotiation and construction of spurs for the railroad, if so desired, would include additional cost and time and would likely only be feasible in the case of major industries or transportation companies. Fortunately, most companies have the capacity to utilize trucking companies to overcome this issue and the proximity of the I-5 Interstate Highway means this method is very practical for most companies.

The City of Mt. Shasta is within the sphere of influence of several major ports, sitting within a few hundred miles of major ports in Oakland and Seattle, and nearer to smaller ports such as Eureka and Coos Bay. The relative proximity of these ports, and the central position of Mt. Shasta between them, means that the city can be serviced by these locations easier than many more remote locations, and it can serve as both a factory to send goods overseas or as warehousing for those ports.

Commercial airports exist in the region, including moderate-sized airports in Redding, CA and Medford, OR.

Several smaller airports that can still provide commercial and industrial transportation are located throughout Siskiyou County while Sacramento, San Francisco, and Portland service full-scale international air transportation within 5 hours.

Distance Map

Redding, CA - 62 mi	Reno, NV - 225 mi	Portland, OR - 360 mi
Medford/Klamath, OR - 90 mi	Eugene, OR - 273 mi	Seattle, WA - 533 mi
Sacramento, CA - 220 mi	San Francisco, CA - 275 mi	Los Angeles, CA - 603 mi

Commercial Airports

Commercial Airports		General Aviation Airports	
Redding, CA	Klamath Falls, OR	Siskiyou County	Scott Valley
Medford, OR	Sacramento, CA	Dunsmuir (Mott)	Weed
Reno, NV	San Francisco, CA	Montague (Rohrer)	

The Landing has immediate access to both Interstate-5 and the Union Pacific Railroad that form the southern and western boundaries of the property and that provide the site with some of the best transportation access in Northern California.

Power Infrastructure

Electrical: 8 Megawatt (MVA) Substation.

New substation, ample power – Information TBD from Pacific Power

Overview: Pacific Power is the local utility and provides all electrical power to the City of Mt. Shasta. Pacific Power provides some of the lowest wholesale power rates on the West Coast. Power in this location is currently limited to about 8 megawatts of energy. This power output is sufficient for most moderate-sized commercial, residential, or public developments but would need expansion for larger commercial or industrial requirements at The Landing. The Pacific Power Mt. Shasta substation is located several miles north of the site.

Power is available immediately adjacent to the site but would need to be connected to the site itself upon initiation of construction. The current substation for Mt. Shasta has been expanded to increase the capacity at this location, but so far no new transformers have been fully installed. Current negotiations on upgrades due to additional manufacturing construction in Mt. Shasta may lead to the expansion by Pacific Power of the capacity within a 3-year window.



Water/Sewer Infrastructure

Water: 6"–8" Main Stubs

Sewer: 6"–8" Main Stubs

Overview: Stub outs for water and sewer access exist to The Landing and are capable of handling the needs of moderate-sized developments. This infrastructure is sufficient to supply and connect new developments to water and sewer requirements with minimal additional construction and connections at The Landing in Mt. Shasta. A recent grant from the U.S. Economic Development Administration has assisted the overhaul of the Mt. Shasta wastewater system, and the City should be able to handle any major industrial uses on the site. The costs involved in connecting the site to services are minimal and depend on the type of project.

Broadband/Other Infrastructure

Broadband: High-Speed Fiber Optic Cable



Overview: The City of Mt. Shasta is served by high-speed broadband service and should be able to accommodate all but the most data-intensive industrial facilities on the site. Further, fiber optic cable runs along I-5 on the southern perimeter of the site.

Cal-ORE installing new line of fiber – more info TBD

Tourism Infrastructure Opportunities

Overview: The area surrounding Mt. Shasta has many outdoor possibilities, including skiing, hiking, fishing, mountaineering, kayaking, bird-watching, and more. All of this activity is served by many stores that provide gear and information. The Mt. Shasta Ski Park is one of the largest draws from outside the area and brings many visitors year-round to experience

the mountain. All of this means that there are many opportunities to tap into this potential market and The Landing has potential to draw related-businesses to site locally.

Siskiyou County recently approved and initiated an organization, the Siskiyou County Tourism Improvement District (SCTID) that will promote and develop tourism in the region. This organization was funded by local tourism industry leaders and will direct millions of dollars over the next few years to promote the local tourism economy, including the Mt. Shasta area prominently. This should encourage new residents and increase the popularity of the City of Mt. Shasta.

Demographics

The City of Mt. Shasta draws on a region much larger than itself for work force and market share, and Siskiyou County, despite its larger size, is linked community-by-community in cooperation and economic development. Following is a chart of the age for the County. Mt. Shasta itself has a population of 3,394 and demographics that follows these same lines. The Landing is located less than one mile south of downtown Mt. Shasta on the main thoroughfare of Mt. Shasta Boulevard.

The City of Mt. Shasta is a major tourist destination and has a good deal of infrastructure related to tourism that could complement new tourism-related industries. This includes fully developed parks and recreational areas, including the Mt. Shasta Ski Park.

Siskiyou County Population

Age Distribution	County Population	Percent Total
0–19 years	10,327	23.0%
20–49 years	13,919	31.0%
50–69 years	14,413	32.1%
70+ years	6,241	13.9%
Total Population	44,900	100.0%

American Fact Finder 2010

Siskiyou County Educational Attainment

Education Level	County Population	Percent Total
Elementary (K–8)	1,221	3.8%
Some High School (9–11)	2,313	7.2%
High School Graduate (12)	8,450	26.3%
Some College (13–15)	9,575	29.8%
Associate Degree	2,924	9.1%
Bachelor Degree	5,237	16.3%
Graduate Degree	2,442	7.6%

Population 25+

(American Fact Finder 2010)

Mt. Shasta and Siskiyou County public school students generally receive higher scores than the state average on the SAT test. Graduation rates are high and dropout rates are low. College of the Siskiyous, a two-year community college with two campuses in the county, provides excellent educational opportunities, including day and evening classes, vocational courses, and transfer programs that collaborate with the state’s universities. Mt. Shasta Elementary, Sisson Elementary and Middle School, and Mt. Shasta High School have a long and proud tradition of establishing and maintaining high standards.

College of the Siskiyous is recognized for its excellent programs in the humanities, arts, sciences, and technology. The natural environment of the mountains, forests, lakes, and streams provides an excellent setting for art, geology, and science classes. Other nearby community colleges and universities include Shasta and Simpson Colleges, Redding, CA; Humboldt State University, Arcata, CA; Butte College and California State University, Chico, CA; Southern Oregon University, Ashland, OR; and Oregon Institute of Technology, Klamath Falls, OR.

Employment

The 2010 annual average employment statistics show the civilian labor force for Siskiyou County to be 19,191. The average annual civilian unemployment rate is 14.9%, higher than the state average, while household income is \$37,709, lower than the state average.

Air Quality

The Mt. Shasta area and Siskiyou County have some of the cleanest air in the state as measured by the California Air Resources Board (2000).

Ozone (ppm)

Maximum 1-hr concentration	0.143	Maximum 24-hr concentration	34
Maximum 8-hr concentration	0.080	Maximum annual geometric mean	13.90
Days above state standard	3	Days above state 24-hr standard	0
Days above national 1-hr standard	1	Days above national 24-hr standard	0
Days above national 8-hr standard	0		

Climate

Siskiyou County enjoys the pleasant diversity of distinct seasons—warm, dry summers and cold winters that are typical of communities in Northern California. The influence of Mt. Shasta and differences in elevation throughout the immediate area cause temperatures and precipitation to vary to a greater degree than other local regions.

- Average Annual Precipitation: 38.9 inches
- Average Winter Snowfall: 54.3 inches
- Average Summer Temperature: High 88.6 degrees; Low 50.4 degrees
- Average Winter Temperature: High 47.8 degrees; Low 26.9 degrees
- Sources: weatherunderground.com

Housing

Several housing projects in the county offer homes that are more affordable than in many other areas of California. According to local realty professionals, in the city of Mt. Shasta, a one or two-bedroom apartment or duplex typically rents for \$600 to \$800 a month. Houses rent for \$700 to \$1,200 (for a 1 to 5-bedroom house). Home sales typically range between \$160,000 and \$500,000.

Medical

The City of Mt. Shasta is directly served by the Mt. Shasta Mercy Medical Center, a hospital of high repute in Northern California. Serving the area with high quality medical care, including surgery, this hospital has assured many retirees and families of the safety of the area and that they will be looked after in time of need.

Education

College of the Siskiyous (COS) is the nearest college, located in Weed, CA. COS has worked closely with the City of Mt. Shasta and its allies to encourage educational growth and economic development and provides high quality education to everyone in Siskiyou County. COS is one of the most beautiful campuses in California and this growing campus provides intelligent and educated minds for the local labor force as well as schooling for locals.

Mt. Shasta's Water System

Primary water sources for the City of Mt. Shasta is Cold Creek Springs, located at an elevation of 4,400 feet. All wells are sealed and have no threat of contamination from development, construction, or industrial activity. According to the State Water Resources Control Board, the Mt. Shasta water quality meets or exceeds the quality objectives set forth in the Water Quality Control Plan for the North Coast Region.

Part 5 - CLEAN-UP PROCESS

The Landing – Mt. Shasta Commerce Park

Site Clean-up Preparation

The act of cleaning and certifying a property is the final step in the brownfields process and the last activity required before the site can begin the development process. This is the goal of multiple organizations, from the Environmental Protection Agency and State of California to the City of Mt. Shasta, along with its business community and citizens. In this phase, environmental contractors hired by the city carry out the tasks delineated in the Analysis of Brownfield Clean-up Activities (ABCA) and the Remedial Action Work Plan (RAWP).

Despite the complex designation of these documents, the process of clean-up itself can be relatively simple and quick, building upon the lengthier process of the clean-up planning.



In the case of the Old Mill and New Mill at The Landing, this process is expected to take less than a month and open another 50+ acres of the

site for development.

The clean-up of areas of the Old Mill and New Mill will facilitate the renovations the City has proposed and allow for immediate investment. Specifically, the conclusion of clean-up activities will allow for the implementation of the City's General Plans and pave the way for investment in infrastructure for recreation, tourism, and citizen-related services in Mt. Shasta. Subsequent plans being prepared will allow for the investment in and attraction of development related to industry, retail, commerce, employment, and performing arts. Clean-up is a vital step in bringing The Landing site back into use, which has much potential for the community in the long term. What follows is a review of the Clean-up Plan, its details, and explanations.

This clean-up plan was assembled and will be carried out with community feedback and takes into account the impacts of the specific clean-up options. In particular, review of the feasibility, cost, and implementability of each option was conducted to determine best practices. The City has periodically invited all members of the community, and especially sensitive populations, to participate in dialogue on this topic and will continue to inform the community of all activities. The City has and will continue to communicate with residents, especially those who live near the site, on the noise, traffic, and materials that could impact their neighborhoods during clean-up. The City will conduct the clean-up in a way that is as protective of these sensitive populations as possible.

Site Clean-up Plan

The long-term plan for clean-up at The Landing is complex, and disparate portions of the site are expected to have differing dates of final clean-up. The clean-up plan does not include the North Log Deck, South Log Deck, and Southeastern Mill, which have already been certified as clear for development. The focus of this clean-up plan is the Old Mill and New Mill, each of which has been the focus of an EPA Brownfields grant totaling more than \$400,000. The New Mill footprint, Box Factory, and Equipment Shed are the focus of the Multipurpose Brownfields grant area in the central portion of the site and should see all clean-up finished by the end of 2015, pending any unusual findings in the confirmation sampling process. Simultaneously, the Old Mill Dip Tank, Boiler Room, Refuse Burner, and Log Pond are the focus of the EPA Brownfields Assessment grant, also slated to conclude by the end of 2015. In both cases, a Qualified Environmental Professional (QEP) will conduct the assessment and clean-up.

The QEP completes the technical aspects of clean-up planning by the summer of 2015 and the two months of clean-up performance by the end of fall of 2015. This removal of soil is not anticipated to include capping of the site, although this could be added at a later date.

Old Mill

The Old Mill is the initial site that was examined on The Landing, and the work done by Geocon, Inc. allowed for the creation of plans to clean the site. An Analysis of Brownfield Clean-up Activities (ABCA) was assembled and explains the options available for clean-up of The Old Mill. This assessment and initial clean-up planning paved the way for EPA Brownfields Clean-up grant applications, which should allow for the clean-up and certification of the Old Mill by 2019.

The ABCA required a Public Hearing to inform the public of its information, which was carried out in November of 2014. This document can be found in the Appendix. As part of the grant process, an updated review of the brownfield clean-up alternatives will be completed through a Removal Action Work Plan (RAWP) recommending a preferred alternative(s) to clean The Landing. The Qualified Environmental Professional (QEP) hired for this purpose will work with the City of Mt. Shasta and other community partners to utilize all inputs before making this final decision and recommendation.

The proposed work plan for the Old Mill as called out in the ABCA will involve capping soil around the Refuse Burner, specifically with pavement similar to a parking lot, but also potentially with clean soil. The area surrounding the Dip Tank and Transfer Pit, Boiler Room, and Log Pond would be excavated to remove PCBs/TCPs and diesel-impacted soils, have the soil removed by truck, and then have it capped. Contamination is relatively limited in the Old Mill area, but as some contaminants of concern (COCs) do exist above threshold levels, conducting this removal will clear this area for development. As the Log Pond is a primary conduit to the watershed, targeting this area for contamination removal is a high priority. All of this area, once soil is removed, would be available for a number of final purposes. These recommendations were selected after an in-depth analysis of the specific contamination characteristics of The Landing and the proposed uses by the City of Mt. Shasta. These recommendations were made after a review of the practicality, feasibility, effectiveness, and cost of implementation. More information is included in the ABCA report located in the Appendix. With the closure of the Brownfields Assessment grant in the Old Mill, the next step in cleaning and preparing for development is now beginning.

An initial attempt to obtain EPA funds failed in 2015, but with the conclusion of existing grants, the City of Mt. Shasta has a good chance at receiving funds for clean-up at the Old Mill in 2016.

With the receipt of this grant, the City and its QEP would produce a new ABCA, a Remedial Action Work Plan (RAWP), and CEQA documentation to conduct clean-up. A realistic timeline for completion of this clean-up is then 2019. This does complicate the City's position of investing initially in the northern sector of The Landing and creating an RV Park on the site of the Old Mill. To accommodate these realities, the RV Park will either have to be delayed, built elsewhere, or the City will have to proceed first with other options at The Landing.

New Mill

The New Mill at The Landing is more complex than other portions of the site due to a history of diverse and distinct industrial processes. This complexity requires a more nuanced clean-up plan, but this plan was

assembled through the work of the QEP and EPA Brownfields Multipurpose grant. The QEP in this instance, TRC Advisors, Inc., conducted assessment work, and then building off of this information, they assembled an ABCA and RAWP in 2015 (See the Appendix for more info). These documents delineated the plan for clean-up at the Equipment Shed, New Mill footprint, and Box Factory. These plans specifically removed the Underground Storage Tank/Above-Ground Storage Tank and Dump Site from the clean-up process due to characterization issues and heavier costs involved.

The footprint for the New Mill and the Equipment Shed have few COCs above threshold for the State of California, but scattered findings require a limited removal of soil from the site. Similarly, the Box Factory will require only limited and targeted soil removal at an appropriate offsite disposal, and subsequent replacement with outside soil. This clean-up process is expected to conclude by the fall of 2015 with the majority of the New Mill area (20+ acres) to be deemed cleared and ready for development. This area is a linchpin of the redevelopment the City wishes to see onsite, and this clean-up will link cleared areas north and south of the New Mill in one large, cleared area stretching along South Mt. Shasta Boulevard.

The New Mill does contain two small enclaves that will likely require a secondary and different response to remediation. The first is the location of a former large Underground Storage Tank (UST) and a corresponding Above-Ground Storage Tank (AST). Both tanks have been removed, but there are some indications of possible contamination surrounding their location. The second location is the Dump Site, a location of higher concern due to the presence of diverse and complicated materials and contaminants that were deposited over a period of years. Estimated dumpsite and UST contaminants have shown no evidence of migration, so limiting usage of this portion and imposing restrictions should maintain human health without major costs. Due to the complexity of this site and the expected extreme costs associated with removal of soil, the recommended activity for this site is to suspend assessment and clean-up efforts.

Due to lack of knowledge on this area and high costs required to assess, EPA funding is believed to be insufficient for these two locations. This lack of funding has led the City and Siskiyou County Economic Development Council to turn to other sources of funding, including funds from the DTSC Targeted Site Investigation (TSI) and California Water Board Underground Storage Tank Clean-up Fund (USTCF). Potential eligibility and qualifications are pending, but the City has a good chance of obtaining one of these grants to fund assessment and clean-up as DTSC in particular requested further examination at these sites.

An application and approval of funds would allow for the assessment and clean-up of the site in 2017–2018. The City and SCEDC should invest in these applications.

Failing to obtain funding for this side project, the City still may clear these areas through other means. In particular, the City could move forward with QEP recommendations to utilize land use regulations and covenants which would limit access to soil, water, and underground construction at this site. These regulations are not expected to limit any major activities and will simply require siting companies to not use groundwater and other similar processes that are unlikely for the site. Limiting use will then allow for the clean-up and development of the surrounding plots without impeding redevelopment progress.

For more information, please refer to the Old Mill ABCA and New Mill RAWP in the references section.

Part 6 - GENERAL SITE USAGE AND DEVELOPMENT OPTIONS

The Landing – Mt. Shasta Commerce Park

Site Usage Introduction

With the intention to develop and implement a Public Involvement Plan, the City of Mt. Shasta has worked with the Siskiyou County Economic Development Council (SCEDC) and environmental contractors (TRC and Geocon) to determine the parameters of assessment, clean-up, and ultimately, final site utilization. The information that follows is a review of the contamination clean-up schedule and a determination of potential uses, best practices, and recommendations. The overall site is divided into subsections, which then outline specific issues, public desires, and potential implementation processes. These inputs allow for the determination of uses upon which the City can choose to act, depending upon public, business, and industry input or priorities. Much of this information was assembled through the Public Involvement Plan and processes (see the next section).

General Usage Plan Overview

The general parameters for The Landing include the shared community desire to bring in new developments that will increase economic vitality and cultural activity. These parameters include high-level planning decisions on how to incorporate diverse industries into The Landing, and then verify them through public input. The technical aspects have been guided through consultant assistance that provided input and information on previous uses, contamination, best practices, and development advantages for a project of this scope. Consultants also assisted with the provision of information on advantages and disadvantages of multiple usage scenarios and modes of installing new infrastructure, buildings, and recreational institutions onsite.

This plan includes recommendations on developments including but not limited to: 1) return on investment, 2) community approval, 3) infrastructure capacity, 4) community need, and 5) fit within the current structure of the community. More specifically, recommendations include: 1) an RV Park, 2) an interactive recreational park, 3) a commercial/retail section, and 4) a recreational/hospitality center. This incorporates splitting the overall site into smaller working sections that can coincide with northern (Old Mill), west-central (New Mill), east-central (Box Factory), southern (Log Deck), and southeastern (Southeastern Mill) sections of the site. Final plans may not include the whole site but will incorporate the largest and most visible portions of the area.

Specific Usage Plan

1. Old Mill

Location: Far Northern Section of “The Landing”

Current Environmental Status: Assessment Ongoing – Clean-up Necessary

Clean-up Requirements: TBD

Development Plan Specific Use: RV Park/Interactive Park

The Old Mill is in the far northern portion of the site and can be split into Eastern, Central, and Western

Areas within the Old Mill footprint. The extent of contamination has been fully characterized and clean-up will be necessary before development occurs. The area is predominantly wooded and will require some work to level terrain and remove brush before development. This area has been slated for initial development by the City of Mt. Shasta as an RV park and Interactive Recreational Green Space.

The current plan calls for a walking path to go around the Log Pond and to crisscross through the Old Mill area. Plans call for this area to include a new entrance road that will curve to the northwest and connect to the walking paths and RV Park. A dividing line roughly corresponding with the southern edge of the Log Pond divides the location of the RV Park and the Interactive Park. This latter portion will contain a visitor center that contains information, activities, and specialized vestiges of the former mill uses to inform the visitor and add a historical context. This will extend outside to the park to the south, which will also include interactive plaques, memorials, and visuals to attract those from inside and outside the community.

Mt. Shasta is moving forward with planning for this portion of the property and will provide funding, procurement, and management for this development. The conclusion of assessment characterization and an Analysis of Brownfield Clean-up Activities (ABCA) document now will allow the city to proceed to the next phase of this project.

Area 1: Eastern Area (Dip Tank/Transfer Pit)

The remains of a Dip Tank and Transfer Pit exist within the Eastern Area, which includes the presence of diesel and PCP at levels above thresholds.

Once cleaned, this area would be ideal for development into a proposed Interactive Recreational Park for visitors to the region. This park would allow visitors to gain an understanding of the historic uses and importance of the mill through the installation of machinery and other vestiges of the old mill. These locations could be accentuated with placards and signs that show the contrast between what once existed and what now exists. Walking paths crisscrossing through this area and connecting the RV Park and commercial/industrial areas to the south could be built to link the sites of interest. This area would also be ideal as the entrance to the proposed RV Park, Museum, and walking paths.

Area 2: Central Area (Boiler Room/Woodpile)

Historic mill operations at the Central Area included the use of a Boiler Room and wood pile.

This area would be ideal as the entrance to the proposed RV Park and Interactive Park. It is also the area where a building with services, such as showers and restrooms for the RV Park, could be constructed. Walking paths crisscrossing through this area and connecting the RV Park and commercial/industrial areas to the south could be built to link sites of interest.

Green space for walking and biking in particular would be ideal in this location.

Area 3: Western Area (Refuse Burner/Log Pond)

The Western Area is located farthest from Mt. Shasta Boulevard but closest to I-5 and the Union Pacific Railroad. The Former Log Pond is located in the farthest northwestern portion of The Landing and currently exists as a swampy, sunken area surrounded by elevations roughly 10 feet higher.

The Log Pond could be developed in multiple ways, but the most likely scenario is the filling in of large portions of the pond to prepare for RV spots. This will also help insulate the area from contaminants. The

center in this scenario would be left intact and perhaps surfaced or made into a small pond to add aesthetic attraction to the RV Park. A road should connect from the southeast to the RV Park and pathways. Mt. Shasta is moving forward with planning for this portion of the property and will provide funding, procurement, and management for this development.

I. New Mill

Location: Central Section of The Landing

Current Environmental Status: Assessment and Clean-up Ongoing

Clean-up Requirements: TBD

Development Plan Specific Use: Commercial/Retail, Multi-purpose/Recreational/Aquatic, Hotel Center

The New Mill is located in the north-center portion of The Landing and contains the footprint of the former main mill building, Equipment Shed, Dump Site, and remains, including several petroleum storage tanks.

According to initial Mt. Shasta City plans, the New Mill will be subdivided into two major portions, both for commercial and retail use. The first portion is more likely to be closer to the main road and is assumed to be the area where extensive parking areas are located. The surrounding area is targeted to include big box retail stores, chain stores, chain restaurants, and potentially some office space. This area may include portions of an aquatic or hotel center. The exact delineation and zoning of the property are still to be determined. This is early in the planning stages and may change as opportunities arise.

Area 1: New Mill Main Building Footprint

The footprint of the New Mill Main Building exists in the center of the overall New Mill area west of the Equipment Shed and away from Mt. Shasta Boulevard. The Mill footprint is expected to be the location of a Multi-Purpose Center or a plaza and larger parking area for the entire site.

Area 2: Equipment Shed Area

The portion of the New Mill closest to Mt. Shasta Boulevard is the Equipment Shed, positioned adjacent to the existing main entrance to The Landing. The area is also a link between the clean and cleared areas north and south of it. The clearance of this area would connect the entire road-adjacent area of The Landing in one long development-readiness strip. This area has been included in plans as a retail area with larger stores, small shops, and parts of a plaza surrounding the entrance to the site.

The surrounding area is targeted to include big box retail stores, chain stores, chain restaurants, and potentially some office space. This area may include portions of an aquatic or hotel center. The exact delineation and zoning of the property are still to be determined. This is early in the planning stages and may change as opportunities arise.

Area 3: UST/AST Area

The area south of the former New Mill footprint is the former site of an Underground Storage Tank (UST) and an Above-Ground Storage Tank (AST). Despite some issues, this area is part of the plans for a shopping/retail area and plaza that connects the retail and public entertainment areas of The Landing.

Area 4: Dump Site

The Dump Site is the portion to the south and west of the New Mill footprint that is the most complex part of The Landing. This area remains a part of the plan for The Landing, in particular the location of auditoriums, a performing arts center, amphitheater, or other similar uses. Other ideas include buildings related to hotels, boutique restaurants, specialized shopping, and an aquatic center (pool/waterpark/small adventure area). The size and concrete nature of these proposed buildings is expected to help cap the property, but it is likely that this site in particular will require advanced land use restrictions and covenants. These regulations will limit the use of water and soil from this area but expected uses are not expected to intrude on these issues.

II. Box Factory

Location: Center and West Section of The Landing

Current Environmental Status: Assessment and Clean-up Ongoing

Clean-up Requirements: TBD

Development Plan Specific Use: Commercial/Retail, Recreational/Aquatic, and Hotel Center

The Box Factory portion of the New Mill is located slightly to the southwest of the main New Mill and contains other footprints, including a Refuse Burner. This area is located on gradually sloping terrain to the south and west with some level terrain.

Initial planning by the City of Mt. Shasta has indicated the use of this area, following clean-up activities, as a community center for recreation, music, or the hospitality industry. Some combination of these uses could also be developed. The City would like to eventually see portions of this area be dedicated to community use, particularly the arts. This could include auditoriums, a performing arts center, amphitheater, or other similar uses. The size and concrete nature of these proposed buildings is expected to help cap the property. Other ideas include buildings related to hotels, boutique restaurants, specialized shopping, and an aquatic center (pool/waterpark/small adventure area). This is likely to come later as the City develops northern portions of the property.

III. South Log Deck

Location: Center and Far Southern Section of The Landing

Current Environmental Status: Clear

Clean-up Requirements: None – DTSC letter of “No further action”

Development Plan Specific Use: Recreational/Community Center/Hotel Center

The South Log Deck is a large area in the south center of The Landing. This area is mostly clean and level and prepared for redevelopment. This location is certified to be clear by the DTSC. The South Log Deck is expected to be recreational in nature, but may include buildings related to hotels, boutique restaurants, specialized shopping, and an aquatic center (pool/waterpark/small adventure area). The City of Mt. Shasta has indicated the use of this area as a portion of the planned retail and shopping center while large portions of the site are planned as office and warehousing space.

IV. Southeastern Mill

Location: Across Mt. Shasta Boulevard in the South and East of the property

Current Environmental Status: Clear

Clean-up Requirements: None – DTSC letter of “No further action”

Development Plan Specific Use: Residential

The Southeastern Mill portion of the site was only lightly used as part of mill operations over the last century and thus has been largely undisturbed. The site has major forest-covering which could require effort to remove if developed. The City currently has no plans to develop this area, but previous administrations have designed plans to place residential development on this site. Residential development could complement the commercial, industrial, and public developments planned for the west side of Mt. Shasta Boulevard, but no plans are currently in process.



Part 7 - COMMUNITY PARTNERS STRATEGY

The Landing – Mt. Shasta Commerce Park

Community Partners Overview

In order to achieve the goals of the Brownfields project, the entire community must be involved in the planning and development process. Area-wide planning facilitates this by encouraging the collaboration of community partners and developing a vision for the long-term development of this site. A broad coalition of organizations has come together to develop this plan for The Landing in Mt. Shasta and has provided vital feedback on many aspects of the process. Over the last few decades, Mt. Shasta has seen an increased emphasis on new industries such as tourism, recreation, and retail.



This Area Wide Plan is intended to harness those industries and support this nascent growth. A number of local, regional, and state

partners committed to helping foster this momentum.

Public Involvement

City leaders and allies determined early on that the City of Mt. Shasta needed to bring in leaders from the public in order to determine the best potential uses for the site known as The Landing – Mt. Shasta Commerce Park. Cross-organizational meetings between 2010 and 2015 brought together leaders from the public, private, and non-profit sectors to discuss and decide on these actions. The City prioritized cooperation throughout, and multi-lateral decision-making has allowed leaders in all aspects of the community to share input and feedback. Concurrently, grants from the Environmental Protection Agency (EPA) and California Department of Toxic Substances Control (DTSC) have emphasized utilizing grant funds to conduct outreach and seek and utilize feedback from the public as part of their grants.

As part of the Public Involvement Plan, the City of Mt. Shasta and its allies have been assembling information on the site, both to use in future endeavors and to provide information to the public and developers. The first aspect of this process occurred early on and included multiple workshops, interviews, and meetings with knowledgeable and respected citizens. This has included lasting support and cooperation with Young Professionals, Siskiyou Trails Association, and the Mt. Shasta Chamber of Commerce. This provided great information on past activities, existing activities, and general knowledge on the site.

Because a goal of this process is to inform the public and developers of activities on the site and prepare the site for development, a series of videos were produced, signs were installed, and maps of the site were assembled. These documents provide all relevant information on the site to those. Links to the videos, along with pictures of the signs, maps, and the artistic renderings can be found in the Appendix.

With EPA guidelines in mind, the City, in partnership with the Siskiyou County Economic Development Council (SCEDC), developed a Public Involvement Plan to conduct outreach. Working alongside environmental contractors such as TRC and Geocon, this plan has been used to host meetings, develop outreach materials, produce documents, and respond to citizen feedback. This feedback assisted with the development of the parameters for the assessment, clean-up, and redevelopment of The Landing.

Multiple meetings were held between 2010 and 2015 that utilized email, online advertising, and physical mailings, and the public was requested to provide feedback regarding the merit of the brownfields project, the prospects for clean-up, and potential redevelopment opportunities. Public meetings held in September of 2011, June of 2012, November of 2013, May of 2014, July of 2015, and December of 2014 to this point have obtained feedback on the thoughts and desires of the public. The City and SCEDC have carefully logged stakeholder feedback on all brownfield and development-related topics brought up by City staff, management consultants, environmental consultants, and others.

The public discussion of brownfields in Mt. Shasta was designed to be sustainable, and more conversations are expected as the project continues through assessment into clean-up and eventually development. As projects approach fruition, it is expected that stakeholder and public involvement will increase beyond the relatively low attention that has been focused to this point. This will require an increased effort to manage public interactions over time to illustrate the advantages of the program. It will also include answering questions about the potential impacts of clean-up and redevelopment and what the City will look like after development is completed.

Currently, about two-thirds of the overall former mill site is clean and cleared for redevelopment, with half of the remaining property slated for no further action by the end of 2016. As the site is quite large, it is recommended to begin development of the site piecemeal rather than waiting for the entire site to be cleared. One major development on the site is unlikely and undesired in Mt. Shasta, so the most likely route to development will be incremental with multiple varied uses.

Following is an overview of the goals and targets that came out of multiple planning phases and public involvement in this redevelopment project. This plan is split into geographic sections outlining the best potential uses, including advantages and disadvantages and selection criteria. These discussions will continue to be informed by the ongoing assessment and planning processes for all portions of the site, but planning for end uses allows for the creation of a general area-wide plan.

As the Mt. Shasta economy has diversified away from resource extraction, the goals of the community have changed to adapt to new realities and opportunities. A changing economy requires new strategies that build on local assets, and community leaders are in a prime position to develop these plans. These leaders are determined to bring in new businesses, foster job growth, and encourage community vibrancy in the area. Without their support, this plan would not be possible.

Progress has been communicated through a variety of methods to improve outreach efforts and reach the maximum local audience. These meetings have obtained broad community feedback and also targeted the needs of sensitive populations such as those with low-income, children, and minorities. In particular, methods utilized to communicate progress and success have included:

Social Media

Providing regular progress updates through Facebook, Twitter, LinkedIn, and individual City blogs and websites.

Modern Media

Releasing regular updates to local newspapers, radio and TV stations, and writing regular press releases that encourage feedback from the communities.

Public Meetings

Status reports were delivered at meetings of City Council, County Board of Supervisors, City Planning Commission, Chambers of Commerce, Rotary, and other club meetings, as well as to EPA, DTSC.

Information related to the clean-up was entered in the ACRES database, and development-ready property information is accessible through individual websites.



In the Area Wide Planning process, the opinions of the local community are of paramount importance. The City of Mt. Shasta and SCEDC worked diligently over several years to incorporate the values of these community organizations. Vital feedback was obtained through a series of public meetings between 2010 and 2014. Media outreach was used for educational purposes and to solicit feedback from the public. Reports to the City Council on progress of the project were delivered regularly, and specific meetings were held to coincide with project milestones to encourage public involvement.

The result of the community outreach was the creation of a consensus on priorities for end use development at The Landing.

These priorities include:

The utilization of environmental stewardship principles to more responsibly develop the site for future generations, the development of community green-space for the general usage of the public and the development of recreational spaces and recreational opportunities for community members and visiting tourists, including:

- Hiking/biking trails network
- Outdoor interactive museum
- Picnicking areas

The design and development of a multi-use center for the community, such as a performing arts center, an open amphitheater for concerts and plays, or an art gallery, the creation of an RV Park that will draw tourists and promote outdoor activities throughout the Mt. Shasta area such as skiing, fishing, and mountain climbing. The development of a retail shopping center to increase access to everyday necessities for local residents and visitors.

1. Develop water and electricity infrastructure for the future development of manufacturing or light industry that can complement nearby green-spaces
2. Setting aside room to allow for the natural development of light manufacturing within sustainable industry sectors at The Landing
3. Increase job creation and tax revenues

Private Firms

Prospective Companies

- Big box retail
- Smaller chain stores
- Solar companies

Local Community Partners

Prospective Developers

It is important for civic and community leaders to work in partnership to prepare a development for construction and business siting, but it is also necessary to work in cooperation with developers and private firms to actually place businesses and infrastructure in a commerce park. The Landing has seen a high degree of grant investment in clean-up and infrastructure over the years, and by the time it has been fully cleared for development, millions of dollars will have been invested.

With all of this investment, it is still necessary to attract developers and private firms that wish to invest money to turn The Landing into a thriving commerce park. A development firm has advantages over municipalities and local organizations due to its economies of scale and experience attracting and siting businesses. This experience allows such a firm to utilize highly experienced personnel and tested methods of showcasing and selling a site such as The Landing. It is important to procure the services of a development firm that believes in the potential of the site. In addition to hiring the firm, it is important to sell the advantages, strengths, and opportunities available through the property and show how investment will improve the community and lead to substantial investment return for the developer. The City of Mt. Shasta and SCEDC worked diligently through the duration of this grant process to cooperate with developers such as PMC and determine how to best arrange for productive development on this site. These negotiations are important to the long-term success of this project.

Consulting Non-profits:

California Association of Local Economic Development (CALED) Center for Creative Land Recycling (CCLR)

The assessment, clean-up, and redevelopment of The Landing has been significantly supported throughout this timeline with the assistance of consulting non-profits such as CALED and CCLR. More specifically, CCLR was extremely important initially in the process of obtaining grants for assessment and clean-up and assembling the information necessary for these grant applications. The expertise of the organization and cooperation with local agencies to target the region and the mode of clean-up was valuable. Similarly, CALED provided support throughout the timeline of these grants, bringing state-wide resources and expertise to bear. The cooperation with other jurisdictions and organizations managing brownfields provided more expertise and best-practices for these grants than would have been available without that support.

Foundations:

- The Ford Family Foundation
- The McConnell Foundation
- Wells Fargo Foundation

This project has seen support from local and regional philanthropic organizations specifically related to community feedback and input, but would benefit from even greater cooperation with these organizations. Civic and community leaders have indicated that they would love to develop a civic center or performing arts center in Mt. Shasta, and the assistance of local foundations could be essential for that goal. These types of organizations have provided funding for major infrastructure and public arts previously, and working cooperatively with these organizations could provide significant benefits. The construction of new

Siskiyou County Economic Development Council (SCEDC)

Citizen advisory groups focused on community and economic development (CEDAC)

Siskiyou Training and Employment Program (STEP)

Siskiyou Community College District

Great Northern Services (GNS)

Jefferson Economic Development Initiative (JEDI)

Mt. Shasta Chamber of Commerce

Mt Shasta Visitor's Bureau

Sisson Historic Museum

Alternative Transportation Advisory Committee (ATAC)

Mt. Shasta Trails Association

Mt. Shasta Recreation and Parks District

Mt. Shasta Planning Commission

Mt. Shasta Beautification Committee

The business community

Surrounding area property owners

public assets and infrastructure through the assistance of these organizations would do more than lead to public good; it could also lead to greater attraction of businesses and visitors to Mt. Shasta. A careful plan to bring these groups together to plan for public benefit would be an advantageous strategy moving forward.

Agencies:

- United States Environmental Protection Agency (EPA)
- United States Economic Development Administration (EDA)
- California Department of Toxic Substances Control (DTSC)
- Central Valley Regional Water Quality Control Board

Federal and State agencies have been important for the success of this project, including the partnership between them, the City of Mt. Shasta, and the SCEDC. The EPA, DTSC, and CVRWQCB are oversight agencies that play an important role in not just providing and overseeing funding grants, but also providing valuable knowledge and expertise on brownfields. Their knowledge and cooperation as part of this project allowed the City to effectively assess, prepare, and clean-up contaminants on the site, and their expertise on clean-up and development allowed for the targeted preparation of The Landing for development.

Leveraged Funding

Civic leaders in Mt. Shasta consider economic development to be a critical foundation to the long-term health and growth of Mt. Shasta. These priorities include efforts put into promoting electric vehicle systems, sewer and infrastructure upgrades, tourism marketing, business attraction and brownfields. The City has worked hard alongside strategic community partners to locate and attract these projects and has obtained as much leveraged funding as possible for the betterment of the City.

The City recently obtained funds, including \$3 million in USDOC Economic Development Administration funds to update wastewater infrastructure and several grants ranging in amounts from \$35,000 to \$250,000 from USHUD Community Development Block Grant (CDBG) for various Economic Development and Housing Rehabilitation projects. The city also has a funding track record with other agencies including USDA Rural Development, USDOT, and USDOJ among others. The City has provided matches for brownfields clean-up funding and has earmarked up to \$500,000 for the development of portions of the Old Mill.

Agency	Name	Funding Potential
U.S. EPA	Brownfield Assessment/Area Wide Planning Grants, Targeted Brownfield Assessments	\$200,000–\$400,000
U.S. HUD	Community Development Block Grant, Technical Assistance Grants	\$35,000
CA DTSC	Targeted Site Investigation, Underground Storage Tank, Orphan Site Clean-up funds	\$50,000–\$200,000
U.S. HOME, DFW	Technical Assistance funds	
U.S. SBDC, EDA	Infrastructure Grants, Loans	>\$1 Million
Charitable	Ford Family Foundation, Shasta Regional Community Foundation	\$5,000–\$50,000
U.S. Army Corps of Engineers	Investigation, clean-up, and maintenance technical assistance	>\$1 Million
Private Lenders	Seed/angel investment, development investment	>\$1 Million
City Funds	Infrastructure, direct development	>\$1 Million

Part 8 - SITE POTENTIAL AND SWOT ANALYSIS

The Landing – Mt. Shasta Commerce Park

What follows is an analysis of the Strengths, Weaknesses, Opportunities, and Threats inherent in the City of Mt. Shasta’s site referred to as The Landing – Mt. Shasta Commerce Park. This review highlights points of interest to both the city, community, and potential developers and businesses. Many of these points can be used to sell the site and provide information to developers relevant to their siting decisions. Typically, the most pertinent two or three facts about each section are showcased within each section of this chart. The chart is not arranged according to importance or salience.

Site Potential

The Landing in Mt. Shasta has various strengths and weaknesses as outlined in the above diagram. Collectively, these strengths, weaknesses, opportunities, and threats must be analyzed to determine the overall capacity of the site to leverage these advantages into productive uses. Strengths can be capitalized on and provide the ability to seize opportunities, while weaknesses can leave exposure to threats. It is the responsibility of the City of Mt. Shasta and its community partners to accentuate strengths and capitalize on opportunities, while simultaneously mitigating weaknesses and threats.

The Landing faces significant challenges to development that may be difficult to overcome. Economic advantages are seen as the most important aspect to attract potential businesses according to studies by the California Association of Local Economic Developers (CALED). Economic aspects that can have positive impacts on the likelihood for development include greater market advantages such as lower costs in land, building rent and construction, utilities, transportation, labor, and education. While CALED lists many additional aspects of concern for a developer siting businesses, these criteria are of the highest importance. When these economic aspects are evaluated through the criteria above, The Landing has many economic strengths to attract business investment.

Prominent economic strengths for this site include low costs for land, labor, and construction in Mt. Shasta. Further, high visibility and excellent access to infrastructure/utilities are other major strengths of the site. Major weaknesses include a relatively large distance to major markets, a smaller labor force pool, and community ambiguity towards major developments. Some significant threats that could accentuate weaknesses and discourage investment include the need by the City to conduct more clean-up of parts of the site, the need to specify zoning, and the lack of a Site Master Plan. To address these threats, the City of Mt. Shasta has been taking advantage of opportunities such as investing in infrastructure, obtaining grants to support development, and evaluating the prospects of bringing in developers. The City’s investment in planning and zoning in particular has potential to remove threats, and existing grants have been identified to potentially assist this process.

Implementing a Marketing and Communications Plan, as discussed in this document, should be an effective way of promoting site potential and attracting economic investment in the property. Highlighting advantages, especially the site’s connection to tourism infrastructure, could be a strong selling point. This Area Wide Plan ideally will allow for continued efforts to make The Landing Commerce Park an appealing site for developers.

Site: The Landing – Mt. Shasta Commerce Park

	Strength	Weaknesses	Opportunities	Threats
Land Use	<ul style="list-style-type: none"> · Currently Vacant · High Visibility · Large Size 	<ul style="list-style-type: none"> · Lack of specific zoning · Size - Difficulty to fill 	<ul style="list-style-type: none"> · Potential for Mixed-uses · Opportunity for Light Industrial, Commercial, Green space uses 	<ul style="list-style-type: none"> · Rezoning needed · Parceling needed · Land-use covenants needed · Potential public disapproval of uses
Environmental	<ul style="list-style-type: none"> · Ongoing assessment & clean-up to protect the environment · >60% cleared for development 	<ul style="list-style-type: none"> · Additional assessment required · Additional clean-up required 	<ul style="list-style-type: none"> · Full assessment and clean-up timeline will protect environment · Capping sites will provide protection to site users 	<ul style="list-style-type: none"> · Continued need for U.S. EPA grant funding to finish project
Health/Safety	<ul style="list-style-type: none"> · Ongoing assessment & clean-up to protect public health and safety 	<ul style="list-style-type: none"> · Minor existing hazardous substances 	<ul style="list-style-type: none"> · Improving public health · Enhanced walking environment · Capping sites for development will improve health/safety 	<ul style="list-style-type: none"> · Continued need for U.S. EPA grant funding to finish project
Economic	<ul style="list-style-type: none"> · Educated workforce · Low land costs · Strategic position · Access to resources 	<ul style="list-style-type: none"> · Smaller local markets · Smaller workforce · Greater distance to markets and associated transportation costs · Aging workforce 	<ul style="list-style-type: none"> · Potential for major job creation locally · Potential to capitalize on tourism infrastructure · Potential to increase the regional tax base 	<ul style="list-style-type: none"> · Difficulty in attracting developers and firms · Increasing competition from urban markets
Infrastructure	<ul style="list-style-type: none"> · Proximity to I-5 · Proximity to UP Railroad · Proximity to downtown Mt. Shasta · Nearby power, water, sewer connections 	<ul style="list-style-type: none"> · Limited on-site transportation · No on-site utilities · No sidewalks 	<ul style="list-style-type: none"> · City's interest to invest · Transportation and Infrastructure grants to upgrade and connect the site 	<ul style="list-style-type: none"> · Cost involved in building stub-out connections for existing infrastructure
Other	<ul style="list-style-type: none"> · Levelled Topography · Strategic location for West Coast distribution 	<ul style="list-style-type: none"> · Lack local capacity to develop property 	<ul style="list-style-type: none"> · Numerous Federal, and California State business development grants 	<ul style="list-style-type: none"> · Lack of a Site Master Plan · Public development pressures

Part 9 - MARKETING & OUTREACH PLAN

The Landing – Mt. Shasta Commerce Park

Marketing and Outreach

The implementation of a marketing and outreach strategy is a key component to encourage the final utilization of The Landing property. Attracting businesses and developers is the ultimate goal of the Area Wide Plan. Identifying and communicating with businesses and developers is of great importance. There are a number of strategies available to conduct this outreach, and these methods are listed below, including a schedule of activities and a details of processes that can be used to guide the City of Mt. Shasta.

Much work has gone into making The Landing development-ready through assessment and infrastructure development. Telling this story will help developers and buyers understand the history and current status of the property. The development of this story into a coherent marketing strategy as outlined below will be very helpful when moving the site into the next stage, actual development, and commercial and public use.

The City and SCEDC have already begun developing a branding and marketing approach based on general marketing principles that will easily feed into the rest of the marketing strategy. The development of a strategic marketing plan is a key component to effectively and efficiently promoting any product or service. Specifically, the success of promoting and selling real estate lies heavily in a well-designed and consistent marketing plan that utilizes a diverse mix of media tools.

Additionally, site managers and civic leaders need to keep in mind the diverse stakeholders and tailor messages to reach them. The plan should vary depending on the type of real estate (e.g. residential, commercial, mixed use, etc.) and development plans, and highlight the best attributes of the property across mediums. In developing a strategy to promote The Landing in Mt. Shasta, it is important to consider the best-selling points that the property has to offer and emphasize these points often.

Below is a basic structure of considerations for developing a marketing strategy for The Landing. Some of these items have been completed, some begun but not completed, and some have yet to start. All can be part of an overall marketing and outreach strategy or exist on their own.

Research and hire an experienced and well-networked commercial broker.

1. The right broker will likely develop their own in-depth marketing strategy in cooperation with the City of Mt. Shasta. This will allow much of the responsibility for regular administration and marketing efforts to be carried by this commercial broker. Using the right broker will impact the success of any marketing program. Developing close relations through the identification of the right broker can be facilitated by the utilization of networks, especially existing email contact lists and outreach to connections related to those lists.

Develop a distinctive marketing package.

2. A marketing package is a tool that can be delivered to prospective developers and showcases the best attributes of the property. A marketing package may include materials that give an overview of the property, infrastructure, advantages, photos, etc. Some branding has already been developed for The Landing, and this package should probably be aligned with existing graphics. These existing materials include links to the website for the property, industrial brochures, pamphlets, general plan addendums, and postcards. Key components and information for such a marketing package include:

- Location
- Size
- Zoning
- Potential Use
- Infrastructure
- Renderings
- Photos
- Contact info

Continue to add to the property website. Having a property website is a critical tool to direct people to one spot where information is easy to obtain. It is also easy to track web traffic by using Google Analytics, which will help determine how effective different marketing channels are. The existing property website is TheLandingMtShasta.com and includes useful information and visuals. Also, the website must be kept up to date and consistent with other marketing materials.

Maintain online listing websites.

3. Having the property visible online will help develop interest among realtors and developers who often search property listings online. In addition, these sites will help drive traffic to the property website. There are many such websites out there to explore, including:

- LoopNet
- CIMLS
- CCIM
- CityFeet
- TotalCommercial
- CoStar
- Compstak
- CommercialSearch
- Keyvon

Develop a targeted email contact list database that includes industry leaders, regional stakeholders, commercial brokers, and developers. Use email marketing to target these groups on a regular basis (determine the frequency based on database and property information). Email marketing is an effective way to keep prospects informed. These targeted stakeholders can be determined through a multi-faceted analysis of community members, local organizations, and other involved parties or through in-depth community involvement activities and meetings. This can also include newsletters, Facebook content, and other social media pages that are managed by the City, which can target these groups. Additionally, the purchase of existing lists of businesses, developers, and organizations can be used to assist with this process.

Conduct targeted cold calls and direct mailing.

4. Cold calling is the process of connecting with individual brokers, developers, and potential buyers through phone calls. Direct mailing involves developing marketing materials that can be strategically mailed to potential brokers, developers, and buyers. These calls and mailings work well in cooperation with the previously mentioned database. One of the most important benefits of this highly detailed database of potential buyers is the ability to segment smaller groups of potential buyers that might be interested in specific listings. While this approach takes more effort than a blanket email blast, it can often be more effective because it's highly targeted. Persistence is important in this situation and the utilization of interns and other volunteers to assist with the process can increase efficiency. While the cost of sending postcards and flyers is significantly more expensive than email, it can also be more effective when targeted to a specific group of qualified buyers. Both cold calls and direct mailing allow for the establishment of connections with stakeholders through a formal process whereby the sender can provide positive attributes and illustrate the advantages of the product.

Display advertising.

5. Installing highly visible advertising can benefit the location of development because of its ability to impact multiple stakeholders. This is advantageous and some brokers report that up to 20% of inbound calls are generated by well-located “for sale” signs. Make sure that if site signs age or begin to show signs of wear, they are repaired or replaced. Highly visible site signage has been installed as part of the existing brownfields grant activities, but increased investment in quality and/or quantity can strengthen this method. Advertising in other locations—such as downtown, city hall, and billboard purchases—can also be advantageous.

This is not a comprehensive list of all strategies that can be used to develop a marketing plan. However, this list represents a good mix of tools that are often used to reach a target audience in marketing a property. Selecting the methods, materials, and an emphasis on how to plan and conduct marketing should be a first step before any concrete actions are taken. With those ideas and plans in place, the above-listed strategies can be employed most effectively.

Part 10 - JOB AND ECONOMIC CREATION ANALYSIS

The Landing - Mt. Shasta Commerce Park

Job creation and the expansion of economic activities are obvious targets of the City of Mt. Shasta, and the utilization of policies and initiatives that will encourage these results are highly desirable. As one of these policies, the City has taken the lead in working to revitalize The Landing because of the positive results that could accrue from full development of the site. Each new business that sites in the City will bring in a number of economic advantages, including money from land purchases, construction costs, machinery purchases, equipment purchases, construction payroll, employee payroll, and, ultimately, community investment. All of these incoming funds and revenues will have a positive impact on Mt. Shasta, and the larger the size of the business and the more employees, the greater the impact.

It is more difficult, though, to classify and quantify those impacts, especially before a business begins operations. Speculating on a type of business or industry can sometimes be very random activity, but comparing likely industries and the types of businesses that have sited locally in the past and may do so in the future is one good method of approximating those inputs. While this is not the most scientific method to determine what the City will accrue from businesses siting at The Landing, the following synopsis of comparable businesses in Siskiyou County should help the City and its residents understand how any one company can affect economic development locally.

The three major examples listed here and chosen as comparable are the Crystal Geyser Plant in Mt. Shasta and the Tractor Supply Store and Fruit Growers Mill in Yreka. These have been selected because they similarly sited onto former brownfields, and in each case, a former mill site with some clean-up activity was required. They vary in size and industry, but they are expected to be somewhere around the targeted size of a business coming in to The Landing. In each case, financial information is listed that can inform the reader on the many costs and expenses that may come in to the City and County from a business siting and the multipliers involved in determining those figures.

Both Crystal Geyser and Fruit Growers are examples of larger manufacturing-type industries, and they are on the larger end of what is likely to site at The Landing. Both of these are examples of the type of manufacturing and light industrial development that could provide high-quality new jobs and could be a boon to the economic development of the City. Both of these examples also include a large degree of machinery and equipment purchases along with higher wages. Tractor Supply is an example of a more moderately-sized commercial development, and while it includes less large-scale purchases, it is more in line with the average business to site at The Landing and the type and wages of labor that would exist there. What follows is a review of these companies as an example for The Landing.

Part 11 - OTHER AREAS OVERVIEW

The Landing – Mt. Shasta Commerce Park

Mt. Shasta General Brownfields Overview

The City of Mt. Shasta is larger than just The Landing and has a legacy as a lumber town that includes additional brownfields that could be important to future developments within the city. This study has narrowed its focus and made specific analyses and recommendations related to The Landing site due to its



proximity to large size, visibility, and potential for diverse major developments. Yet, it is important to note that a brownfield exists wherever former commercial or industrial activities have occurred, and as such, Mt. Shasta definitely has many brownfields, some likely not even described yet. As part of this project, multiple meetings and interviews were conducted with leading citizens, city officials, and other knowledgeable citizens on the history of the city and the likelihood of locations to exist as brownfields. This list of sites is included in the appendices for this report.

According to EPA, brownfields are real property that the expansion, redevelopment, or reuse of may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. In the case of Mt. Shasta, this most likely takes the form of former lumber mills, former service

stations, dry cleaners, and asbestos-laden buildings. The City has a definite history with all of these types of occupations, and their identification as part of this project will help assist the City with redevelopment of former sites as well as the protection of human and environmental health for sites that could be redeveloped.

Mt. Shasta General Area Wide Focus

The key goal of this Area Wide Plan is to support the City of Mt. Shasta in describing, analyzing, cleaning, and redeveloping brownfield sites within the city limits. As the focus of this project has and continues to be The Landing, most resources and planning have been utilized in pursuing those goals. Yet, in a larger and more general view, broad planning can also be done throughout the city in relation to brownfields.

The focus of the City of Mt. Shasta is to renovate its downtown, especially along Mt. Shasta Boulevard, and attract new shops and businesses that can both provide for the needs of the citizens of Mt. Shasta and encourage new economic growth. Most of the brownfields identified through the outreach effort as part of this project are in more outlying areas and less likely to be renovated, but it is important to address all contingencies. These outlier brownfields, usually the remnants of mill-related structures or gas stations, are less important as the City wishes to focus on areas of economic potential. Multiples of these sites appear on regional State Water Board registries of sites of interest, but none are known to require immediate clean-up. As these sites are not imminent threats to human health or the environment, they can be left in situ until the time when there is a demand or plans to develop one of those sites.

Part 12 - IMPLEMENTATION AND ACTION PLAN

The Landing – Mt. Shasta Commerce Park

This section is a quick overview of activities ongoing or planned or with the potential to begin in the near future. The strategies included are specific activities, usually of the grant form, that are ongoing or have been completed that will directly lead toward the assessment and clean-up of The Landing. The following actions are more theoretical and include recommendations from this Area Wide Plan that will assist with further clean-up and ultimately the final development of the site. The order is generally chronological.

Funding Toolkit: Implementation Strategies

Strategy 1

Strategy 1: Complete a Phase II Report for the Old Mill section of The Landing to prepare the site for clean-up planning. This incorporates all previous Phase I and Phase II Reports and was designed to expand upon and support future clean-up planning. This process was completed in April 2014 by Geocon Consultants, Inc. as part of the EPA Brownfields Communitywide Assessment Grant 00T-69101-0.

Strategy 2

Strategy 2: Complete an Analysis of Brownfield Clean-up Alternatives (ABCA) for the Old Mill section of The Landing to further prepare the site for clean-up planning and clean-up performance. Through this ABCA it will be possible to have a broad discussion of clean-up alternatives for the types and concentrations of contaminants identified. This process was completed in December 2014 by Geocon Consultants, Inc. through the EPA Brownfields Communitywide Assessment Grant 00T-69101-0. The process will be updated through the DTSC TSI grant of 2015.

Strategy 3

Strategy 3: Complete a Targeted Site Investigation through the California Department of Toxic Substances Control (DTSC) for the purpose of finishing characterization of the Old Mill section of The Landing. This process was completed in May 2015 by DTSC and Geocon Consultants, Inc.

Strategy 4

Strategy 4: Seek funding from the EPA through the Brownfields Clean-up Grant Program for the purpose of conducting Clean-up Planning and Clean-up. Three individual Clean-up Grant Applications are needed and will be submitted in December of 2015 with expected decisions to be reached in June 2016 and implementation to begin fall 2016. Completion and clean-up of all issues with the assistance of these grants at the Old Mill section of The Landing is expected fall 2018.

City-wide Project Focus

The focus of the City of Mt. Shasta is to renovate its downtown, especially along Mt. Shasta Boulevard, and attract new shops and businesses that can both provide for the needs of the citizens of Mt. Shasta and encourage new economic growth. Most of the brownfields identified through the outreach effort as part of this project are in more outlying areas and less likely to be renovated, but it is important to address all contingencies.

Strategy 5

Strategy 5: Complete the EPA Multipurpose Brownfield Pilot Grant 00T-93701-0 at the New Mill section of The Landing. Record and assess the effectiveness of the pilot program and convey those lessons and possible innovations to EPA. Obtain lessons and potential edits to the program that will influence the decision for EPA to renew the program. Completion is expected fall 2015.

Strategy 6

Strategy 6: Complete a Targeted Site Investigation through the California Department of Toxic Substances Control (DTSC) for the purpose of finishing characterization of the Old Mill section of "The Landing. Specifically, the Refuse Burner/Western Area. Completion of this work is slated for spring 2016.

Strategy 7

Strategy 7: Complete a Targeted Brownfield Assessment through the Environmental Protection Agency (EPA) for the purpose of finishing characterization of the Old Mill section of The Landing. Specifically, the Box Factory, UST/AST Area, and Dump Site. Completion of this work is slated for spring 2016.

Strategy 8

Strategy 8: Review the need to pursue further EPA/DTSC grants and/or Revolving Loan Fund programs for the New Mill section of The Landing. This will depend on the final results and needs that come out of the EPA Multipurpose Brownfield Pilot Grant 00T-93701-0 - Pending.

Strategy 9

Strategy 9: Leverage City and private funding to construct new developments in the Old Mill. The City has already designated up to \$550,000 for the updates needed for The Landing Old Mill, in particular in relation to paving an interactive walking path, establishing a visitor's center, and developing an RV Park.

Strategy 10

Strategy 10: Seek funding from federal resources, such as the Economic Development Administration, to supplement infrastructure or conduct analysis on viability of these developments. Depending on the siting businesses, upgrades to the power, water, sewer, or rail systems could be needed, and assistance from federal sources could be practical.

Planning and Action Strategies

Action 1

Action 1: Incorporate overall updates to the existing General Plan to designate new, comprehensive city-wide policies and further a growth strategy that promotes the sustainable development of sites, including The Landing, with the current City emphasis on development and business attraction.

Action 2

Action 2: Update the City Land Use Element and Zoning Ordinances with the City General Plan to reflect the estimated uses for The Landing and other former brownfields. These updated documents can alleviate developer concerns on the complexity of rezoning and preparing for development post-purchase by providing assurances and indications of the City's intent.

Action 3

Action 3: Design a City Master Plan for The Landing designated for the planning and development of end uses for the entire property (The Landing). Incorporate previous planning documents, clean-up planning, clean-up results, and area wide planning into this document. Specifically, incorporate broad themes of specific use as well as changes to zoning, lot limitations, and acreage limitations. Also emphasize the planning and development of end uses for the entire property. This can be funded by the City of Mt. Shasta or assisted with support from EPA (Area Wide Plan), DTSC, EDA, or other grants.

Action 4

Action 4: Leverage current City financial promises for the site (\$550,000) to obtain additional private investment in the site and especially New Mill portion of The Landing. Outline the ongoing improvements and infrastructure developments by the City in a public setting as an indication that the site has high development priority for the City. Use this to leverage further private investment and develop central portions of the overall site in line with the City's Development Plan.

Action 5

Action 5: Implement Area-Wide Plan recommendations on establishing procedures, hiring personnel, contracting with developers, and conducting marketing and outreach activities to support workforce development and educational standards for workforce of The Landing

Action 6

Action 6: Implement Area-Wide Plan recommendations to begin construction of infrastructure developments throughout The Landing to better prepare for interested and incoming developers and business interests. This will depend on the situation and businesses involved but may involve power, water, sewer, roads, rail, or none.

Action 7

Action 7: Implement Area-Wide Plan recommendations to begin the construction of first-phase developments at the Old Mill, specifically the RV Park, Interactive Visitor Center, and Interactive Walking/Hiking Trails within the northern section of The Landing. This likely cannot be done until 2018 unless the City wishes to shift the focus to the North Log Deck Area.

Action 8

Action 8: Utilize public funding methods to support development at The Landing. The use of a sales tax increase is one way of doing this, with approval from the City Council and City voters. This could encounter some opposition due to a general opposition to tax increases nationally, and some opposition to development from Mt. Shasta. Increment tax systems are another way of obtaining funds from the

development of the site, imposing graduated changes to the tax structure for siting businesses that over time provide funding for upgrades to infrastructure. This would be an effective way of bringing in companies that could be assured of seeing infrastructure upgrades, but could also drive away tax-sensitive companies. Finally, a public method of obtaining funds would be the issuing of bonds. These bonds would allow the citizens of Mt. Shasta to show their support for development by providing funds. This would attract businesses who do not have to shoulder development costs to the same extent, and citizens who see the potential for the site can get a payoff for successful development.

Action 9

Action 9: Utilize private funding methods, specifically by locating and urging a private developer to shoulder the funding of infrastructure and/or general development activities. This action would be extremely advantageous for all involved, but would involve a strong sales pitch to a developer showing the advantages of the site to the extent necessary to bring them on board.

Action 10

Action 10: Connect with Allied Plans that the City, its partner jurisdictions, partner organizations, and other community organizations maintain. This would involve researching and determining which allied plans would best align and cooperate with the City's goals and pursue those partnerships.

APPENDIX

Brownfield Web Map- <http://bit.ly/LandingWebmap>

Education and Outreach Materials - <http://bit.ly/BF-education>

Old Mill Analysis of Brownfield Clean-up Alternatives (ABCA) - <http://bit.ly/Old-Mill-ABCA>

Old Mill Remediation Action Work Plan (RAWP) - <http://bit.ly/Old-Mill-RAWP>

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Mt. Shasta Brownfields Program: Environmental Remediation Activity Project

