

Mayor

James Kacsh

Council Members

Kristin Carpenter

Tim Joyce

Tom Bailer

Bret Bradford

EJ Cheshier

David Reggiani

James Burton

City Manager

Randy Robertson

City Clerk

Susan Bourgeois

Deputy Clerk

Tina Hammer

Student Council

Summer Vacation

**CITY COUNCIL WORK SESSION
JULY 16, 2014 @ 6:00 PM
LIBRARY MEETING ROOM**



AGENDA

A. CALL TO ORDER

B. ROLL CALL

Mayor James Kacsh, Council members Kristin Carpenter, Tim Joyce, Tom Bailer, Bret Bradford, EJ Cheshier, David Reggiani and James Burton

C. COMMUNICATIONS BY AND PETITIONS FROM VISITORS

1. Audience Comments regarding agenda items

D. WORKSESSION TOPIC

2. Cordova Center Phase 2
 - a. Memo from City Manager
 - b. Business Plan for the Cordova Center

E. AUDIENCE PARTICIPATION

F. COUNCIL COMMENTS

G. ADJOURNMENT

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CITY OF CORDOVA

Office of City Manager

City of Cordova
602 Railroad Ave.
P.O. Box 1210
Cordova, Alaska 99574
Phone: (907) 424-6200
Fax: (907) 424-6000
Email: citymanager@cityofcordova.net
Web: www.cityofcordova.net

To: Cordova Center Committee Co-Chairs Tim Joyce, Kristin Carpenter
From: Randy Robertson, City Manager
Subject: Council Work Session
Date: July 16, 2014

Per the Council's request at the July 2, 2014 meeting, a work session to discuss the initiation of work on the Cordova Center will be provided on July 16, 2014.

Since this project has had such an extensive history with various phases, has started and stopped and had a host of principal representatives for the City and contractors involved, the thrust of the workshop will be for the Council to have an opportunity to have a face to face dialogue on the two remaining issues that were addressed at the July 2, 2014 session, specifically:

- 1) Construction items related to an energy audit and windows; and
- 2) Clear guidance from the City's attorney as to the contractual obligations that are in place

To that extent, Ms. Holly Wells and Mr. Max Garner of Birch Horton, Bittner and Cherot will be present to discuss the contractual way forward in both the work session and in a follow up executive session scheduled during the regular meeting. Mr. Jim Quick, Principal Contractor of Dawson Construction, will be here to discuss the questions raised regarding the windows and energy efficiency initiatives and any other matters.

We believe this is the most effective way to address possible lingering concerns coupled with those actions taken by Council at the July 2, 2014 meeting to approve Option 1 for Phase II.

Attached herein please find an executive summary of the original Cordova Center Business Plan that has been updated in 2014. This document is a companion piece to the McDowell studies that were last provided to the City and updated in 2013. Specifically questions were raised as to revenue generation/fee structures for the facility at the last meeting. In Section VI under Facilities Construction, Operations you will find a narrative and figures which speak to the latest thoughts that the Cordova Center Committee has on this matter. From a regional survey of comparable facilities to include Valdez, Seward, Homer, Kodiak, the Cordova Center will be unique in that it is not a stand-alone facility, but serves the community not only as a meeting place but as its library, museum and administrative center. This uniqueness makes a 1-for-1 comparison problematic. While the committee believes the initial numbers that were derived are still reasonable expectations of the first few operating years, the committee feels they may not reasonably capture the full breadth of the economic impact associated with being the only facility of its type in Prince William Sound which will now make Cordova a new destination for so many.

Obviously once additional progress is made with Phase II the committee will provide the City Council with a proposed fee structure as the staff does with all other funding entities within the City's organizational structure.

Very respectfully,
Randy Robertson
City Manager



Business Plan for the Cordova Center

Community Inspired Development

Cordova Center Project • PO Box 1210 • Cordova Alaska • 99574-1210
p. 907.424.6200 • f.907.424.6000 • e.cordovacenter@cityofcordova.net
www.cityofcordova.net



Executive Summary

The City of Cordova, incorporated in 1909, is located at the southeastern end of Prince William Sound in the Gulf of Alaska. The community was built on Orca Inlet, at the base of Eyak Mountain. It lies 52 air miles southeast of Valdez and 150 air miles southeast of Anchorage. Gateway to the Copper River Delta, a 60-mile arc of extraordinary wetland ecosystem, Cordova is built upon a rich and diverse foundation of bounties from both the sea and the land. Snowcapped peaks, glaciers, forested mountains and the sea all add to Cordova's scenic beauty and remote location.

The community is constructing a new 33,929 square foot, fully ADA accessible multi-use facility. The Cordova Center will combine several functions for the City of Cordova, including administrative offices, museum, library, performing arts theatre/auditorium, meeting rooms, education areas and associated work space. The City has now completed Phase I which encompasses the exterior shell of the facility. The Cordova Center's mission is to provide an efficiency of service to the community while expanding and diversifying the economic and cultural foundation.

This project is founded in the collaboration of the municipality with the nonprofit Cordova Historical Society. Associated active partners also include the United States Forest Service, Native Village of Eyak, Prince William Sound Science Center, Arts and Pageants, Friends of the Library, Cordova School District, Stage of the Tides Theater Group, Prince William Sound Community College, Cordova Chamber of Commerce, service groups, civic groups and the community as a whole. An inclusive and extensive planning process has resulted in community input from broad based and diverse groups.

The community of Cordova has determined that sustainable design is good citizenship, good economics and good public service. All the partners of the Cordova Center have made an organizational commitment to creating a sustainable facility. There is strong resolve to construct a multi-use public building that uses innovative techniques to be on the cutting edge environmentally and technologically. From the beginning of the planning process, this project has depended on the joint efforts of partner groups and stakeholders. It is structured to continually reinforce this collaboration as the interrelated services provided at the new facility complement and build upon each other.

A public/private funding strategy has been developed for the capital campaign to raise the estimated \$25.5 million project cost. Primary funding will come from federal and state appropriations, private foundations and corporations; however, local contributions exemplify community support for the project and are important in catalyzing funding from the aforementioned sources. The City is fully committed to operating and maintaining the facility once it is constructed.

The City of Cordova is proud of its innovative spirit and its creative strategy to develop partnerships and bring together members of related institutions to implement a shared vision. The municipality is positioning itself to become a strong leader to coordinate

development in the region's tourism industry, developing new partnerships and bringing together members of related institutions to act together to implement a shared vision of sustainable economic growth. It is doing this by assessing existing and potential tourism industry markets, fostering collaboration and taking pro-active steps to improve core business infrastructure and support technology. This project not only contributes to the diversification of the local economy, but also builds in a sustainability component to ensure and secure its continuation in the future.

PROJECT GOALS

- Create a community center in the heart of the town, linking the busy harbor area to Main Street via covered walkways
- Build a state of the art energy efficient facility, reducing current operating costs for the combined facilities
- Provide ADA accessibility to all government services in the facility
- Provide an environmentally controlled space for museum displays, traveling exhibits and storage, thereby allowing the museum to pursue accreditation
- Develop a warm, welcoming environment for the delivery of expanded library services
- Provide municipal administration office and meeting space
- Provide a performing arts/film theatre to also be used as a small conference venue
- Meet civic needs for meetings, conventions and receptions
- Provide additional community education services: offer space for the Science Discovery room, workshops, classes and programs providing educational opportunities for residents of all ages
- Support and display contemporary Alaskan art
- Revitalize the economy through the diverse opportunities provided by the Center

Section I

The Organization and its Environment

City of Cordova

Cordova is a home rule municipality with a Council-Manager form of government and a volunteer elected mayor. The municipality offers the many and varied public services associated with municipal government in small rural communities including water, sewer, road maintenance, public health and safety and refuse. Planning, public works, financial and administrative services are all important benefits for the residents of the community. The Information Services Department operates the museum and library as well as providing visitor services, public relations and marketing for the city.

Population Served

The City of Cordova serves the entire population of Cordova (2,239) including its federally recognized Native Tribe (The Native Village of Eyak), visitors from Alaska, elsewhere in the U.S. and abroad. With 15% of the population Native American, the culture of the Alutiqs, Eyaks and Tlingit plays an important role in the community. Most Eyak tribal members reside within the community of Cordova.

Population	
2010	2239
2008	2161
2004	2298
2000	2454
1990	2110
1980	1879
Population Characteristics	
% Native	15.36
Median Age	43
Housing (2010) Data	
Occupied Housing	922
Vacant Housing From Seasonal Use	72
Other Vacant Housing	178
Average Household Size	3
Economic Data (2010 Data)	
Unemployment Rate	6.90%
Per Capita Income	\$ 34,312
Median Household Income	\$ 79,750

<http://commerce.alaska.gov/dca/apps/DCRAExternal/community/Details/19933dbf-2637-4b88-ba6a-9021796c9354>

Visitation

Currently, an annual average of 10,000 visitors comes to Cordova for the IceWorm, Copper River Delta Shorebird, and Copper River WILD! Salmon Festivals, the Prince William Sound Science Center's Copper River Nouveau, and also to celebrate the "first fish" in May, sport fish for the fall coho runs, and heli-ski in late winter/spring.

Transportation-Accessibility

Cordova is a rural community accessible only by air or water. Regular jet air service is provided by Alaska Airlines and seasonally by ERA. The Alaska Marine Highway ferry system provides marine access. Regular ferry service provides access for passengers, vehicles and freight. The addition of the new fast ferry in 2005 improved access to the community by shortening travel time and increasing availability of ferry service, thereby increasing economic development potential.

Current Infrastructure

Currently the City of Cordova utilizes two buildings to house the various offices and departments being considered for the Cordova Center. Both buildings were constructed in the mid-1960's and 1970's, respectively and are Butler-type buildings. The Centennial Building houses the museum, library, meeting room, visitor center, public restrooms and phones. City Hall's facility includes the offices for the City Manager, Finance Office, City Clerk, Planning and Public Works as well as the Police and Fire Department.

THE PROJECT: The Cordova Center

The Cordova Center will be a 33,929 square foot, fully ADA accessible multi-use facility. The Center will co-locate several functions for the City of Cordova, including administrative offices, museum, library, performing arts theatre/auditorium, meeting rooms, education areas and associated work space.

This project's foundation has been established on the collaboration of the municipality with the nonprofit Cordova Historical Society, the United States Forest Service, Stage of the Tides, Arts and Pageants, the Friends of the Library, the Cordova School District, the Native Village of Eyak, Prince William Sound Community College, Prince William Sound Science Center, Cordova Chamber of Commerce, service groups, civic groups and the community as a whole. An inclusive planning process has resulted in community input from broad based and diverse groups.

The Cordova Center will offer economies of operation. The building has been designed to stress energy efficiency, pleasant interior environment and low operating expenses. Several features have been incorporated to enhance daylighting of the interior and minimize mechanical system expenses. The entire center will use sustainable design precepts. The Center has been designed with the end users in mind, keeping health, safety and comfort as top priorities. Architects are working with staff and maintenance personnel to solicit important input to the design with a high priority given to environmental responsiveness. The facility is registered and will seek certification status with the U.S. Green Building Council through the Leadership in Energy and Environmental Design rating system. This energy efficient design will result in lower operation and maintenance costs helping to assure sustainability.

A public/private funding strategy has been developed for the capital campaign to raise the estimated \$25.5 million project cost. Primary funding will come from federal and state appropriations, private foundations and corporations; however, local contributions

exemplify community support for the project and are important in catalyzing funding from the aforementioned sources.

The City is committed to operating and maintaining the facility once it is constructed. (See City of Cordova Resolution 01-03-13, January 22, 2003; Resolution 01-10-03, January 20, 2010, Resolution 08-11-36 August 2011).

Chronology of Project

Project planning – Twelve public meetings have been held to gather ideas and share information about the project. Community surveys and box holder mailings informed residents of the progress and status of the project.

Many aspects of the Cordova Center are included in the City's 2008 Comprehensive Plan and which specifically include the new multi-use facility as it is now envisioned. The City's 2008 plan noted the need for expanded space for the museum and the library, as well as a pedestrian walkway linking the city's two commercial centers, which the Cordova Center project provides.

The Cordova Center project also addresses goals stated in the Cordova Community Tourism Plan, prepared for the Cordova Chamber of Commerce in close collaboration with community residents by Christopher Beck and Associates, an Anchorage-based consulting firm in March 2003. The Tourism Plan was adopted by the City in October 2003. It included the following:

- Expand and diversify Cordova's economy
- Maintain a healthy, productive natural environment
- Protect natural systems that support fish and wildlife habitat, commercial fishing, subsistence
- Maintain quality of community life
- Focus on improved attractions such as trails and sidewalks that directly benefit residents
- Maintain the small town qualities that make Cordova a unique place to live and visit
- Improve Cordova's fiscal health and public infrastructure
- Keep the community informed and involved in tourism decisions

Site selection – The location of the Cordova Center was determined in a series of public meetings. The site was purchased for the facility by the city at a cost of \$140,000 in February, 2005. The four-story Cordova Center will occupy a steeply sloping site between the historic main street and the business frontage along the working harbor. An elevator and public stairway will link the lower and upper parts of the community, providing a new, safe pedestrian link in the center of town. A public green space and garden will be created and the adjoining historic Pioneer Igloo building access will be improved to physically integrate the two facilities (historic Cordova and Cordova's future) with garden and green space. Paved surfaces will be minimized and there will be covered pedestrian walkways for inclement weather.

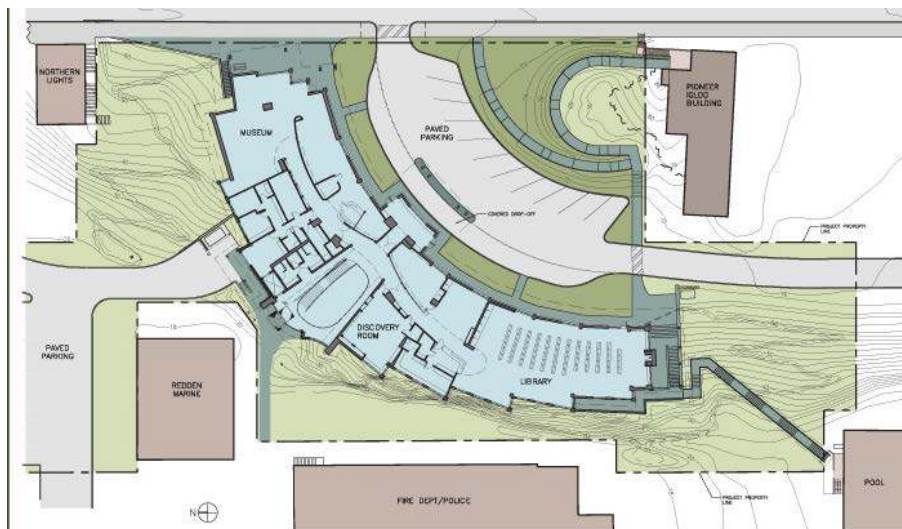
CORDOVA COMMUNITY CENTER

COMPONENTS	PROPOSED SIZE	EXTG. SIZE
• LIBRARY	4,800	2,800
• MUSEUM	1,600	3,000
• CONFERENCE/PERFORMANCE	6,900	1,000%
• CITY HALL	2,200 (SIM)	
• SHARED AREAS	4,200	1,000%

Design – The firm of Minch Ritter Voelckers, Inc. was retained as project architect in February 2002. Detailed programming analysis of spaces was initiated, along with parallel studies on the possibilities for other building functions, including small convention use. Community forums on site, materials and features were organized to build broad support and consensus for the project, and to provide information to the design team as ideas were formulated. Four design phases with MRV Architects have been completed: Conceptual/Program, Schematic Design, Design Development, and Construction Documents

Cost estimate – HMS Inc. of Anchorage, an engineering firm expert in cost estimates in Alaska, is the Project Cost Consultant firm. In 2010 it was decided to split the project into two phases. Phase I the exterior shell of the facility, Phase II the interior and finishes of the facility. Costs for Phase I were estimated at \$10.3 million; Phase II estimates at \$10.5 million. **Total project** costs are estimated at \$25,500,000.

Planning Commission reviews – The parking plan and all site plan reviews have been accomplished. The Planning Commission has reviewed the detailed site plan which is a part of the Design Development Documents. The Planning Department and Cordova Center Project Committee began a permit application and review process in April 2010. Building permits were issued in October 2010 and extended in July 2012. Remaining planning issues for the Cordova Center include the replat of the property to reflect the current property use now that the building is erected. Additionally, the Planning Commission will be working to develop and improve walking paths within the vicinity of the Cordova Center.



Site Plan

Capital Campaign

Income Secured as of 7.1.2014	
<i>EVOS Trustee Council</i>	8,300,000
<i>Congressional appropriation</i>	2,488,100
<i>Alaska Legislative appropriation</i>	10,525,000
<i>Governor's Capital Budget</i>	1,000,000
<i>City of Cordova land purchase</i>	362,000
<i>City of Cordova appropriation</i>	1,500,000
<i>City of Cordova match to EDA grant</i>	85,000
<i>Local events and individuals</i>	54,754
Secured to Date	\$24,314,854

Additional funding requests were recently received from the state delegation. A public fundraising campaign was launched in October 2004 and continues to be on-going throughout the duration of the project. These local contributions show support for the project and stimulate funding from non-local sources. A major and final push for the capital campaign will take place beginning the fall of 2014 for local fund-raising.

Requests are being submitted to foundations, corporations and businesses with a local presence. Lead donors are being approached as the 'quiet' phase of the capital campaign continues. Applicable grant requests will be made to augment funding sources. It is projected that the broad based support from local, regional and federal sources will result in successful fundraising for the project.

CORDOVA CENTER PARTNER COMPONENTS:

Currently the museum, library and city administrative offices are dispersed around town in older facilities which are not fully ADA accessible, nor operationally cost-effective.

Museum

Established in 1967 as a centennial museum by the Cordova Historical Society, the Cordova Museum is operated under the auspices of the City of Cordova while the collection is owned by the Cordova Historical Society. It is housed in the Centennial Building on First Street in Cordova Alaska. The museum offers exhibitions, programs, publications and other activities that engage, enlighten, educate and entertain both community residents and visitors of all ages. Museum attendance has steadily increased over the past thirty years with significant increases but an average of over 6000 visitors per year.

The Cordova Historical Museum is filled with exhibits which exemplify and bring to life the history and culture of the community. In addition, the museum organizes and hosts a wide variety of traveling exhibits. The museum staff works closely with the school district and

presents an educational curriculum through class visits during which the community's story is shared with the children. School classes grades K-6 visit the museum once a month from September through May.

For the past eight years, the Museum has organized and sponsored an "After-School Art Program," designed to introduce elementary age students to various masters of art and art techniques. In addition, the Museum has created a nationally juried art show focused on the importance of the sea and its bounties: "Fish Follies" has become a widely recognized art exhibition with entries from across the United States and Canada.

The Cordova Historical Society has recently completed a review and update of its strategic plan as well as a review of its collections policy. Both reflect determination to reach American Association of Museums accreditation status, develop a contemporary Alaskan art collection and improve the physical state of the museum and off-site storage area.

MUSEUM ATTENDANCE STATISTICS

2000	1076	1562	2931	740	6,309
2001	1185	2484	3777	934	8,380
2002	1242	2343	4176	1155	8,916
2003	1590	2461	4111	963	9,125
2004	1839	3063	4907	1206	11,015
2005	1834	3071	5216	1508	11,629
2006	2355	2953	6,189	1771	13,268
2007	1919	3613	4166	1442	11,140
2008	2092	3210	4919	1476	11,697
2009	1543	2436	3618	1138	8,735
2010	1121	1866	2735	1051	6,773
2011	1569	2275	3314	862	8,020
2012	1268	2128	2329	943	6,668
2013	952	1868	2868	1320	7,008
2014	1548				

CORDOVA CENTER PARTNER COMPONENTS:

Library

The first library in Cordova began as a "reading room" within the Red Dragon building (a railroad workers social club) in 1908. In June of 1925, the women's guild of St. George's Episcopal Church opened the book collection to the public creating Cordova's first public library.

The Cordova Public Library now provides services to patrons throughout the community of Cordova and surrounding areas, from Icy Bay to hatcheries in remote areas of Prince William Sound. The library also serves the elementary school for 200 pre-kindergarten to sixth grade children. Since 1971, the library has been housed in the Centennial Building with the museum.

The Cordova Public Library is a comfortable and friendly facility in a worn environment and often filled to capacity. Striving to facilitate public access to information, the Library

provides a current collection of over 20,000 books, periodicals, audiovisual and digital materials to patrons. Access to the Internet has also become an important, expected service for the community and the library is bridging the digital divide with wireless internet access. A variety of literacy, creative writing activities and programs are provided for the community. Story times and a summer reading program encourage youth to continue to build their reading skills along with a love of reading. The library also serves as a cultural facility, hosting film festivals, author visits and other programs to enhance the quality of life for residents in the community. The library experiences increasing use each year and is particularly busy during the summer months when tourists and seasonal workers flood the community.

LIBRARY ATTENDANCE STATISTICS

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
2000:	4050	3523	2905	4969	15,447
2001:	5774	7636	6834	5443	25,687
2002:	6942	6316	6917	5854	26,029
2003:	6986	7810	7228	5285	27,309
2004:	6967	8862	11038	5652	32,519
2005:	6353	9634	11189	4637	27,761
2006:	6566	7282	6436	4338	24,622
2007:	6053	7778	7151	4625	25,607
2008:	4603	7733	8137	5154	25,627
2009:	4515	7543	6576	4636	23,270
2010:	4731	9325	8271	4943	27,270
2011:	4673	7815	9239	2911	26,008
2012:	4336	6860	7689	3810	22,695

The sizeable increase in attendance in 2001 is directly related to the library beginning to offer Internet access that year.

CORDOVA CENTER PARTNER COMPONENTS:

Library

Increase in circulation. Circulation of materials continues to rise annually. In 2000, 12,345 items were checked out and in 2008, 14,992 items were checked out.

Increase in collection size. The collection for the library hovers around 30,000 materials but can no longer grow due to the limited capacity of the library. A recent donation of approximately 10,000 books has challenged the staff and only a limited number of the materials were put into the collection.

Increase in programming. The library is currently in the process of creating a “Cordova Community Library Catalog,” which would allow patrons to view online materials held in various academic, public and non-profit libraries throughout the community via one source – the Cordova Public Library online catalog.

Increase in use of technology. The entire collection for the Public Library is computerized; public access to the Internet has been available since 2000. Currently the library has 7 public terminals as well as wireless service. The library serves an average of 10,000 people per year strictly for computer use.

Municipality

The city's administrative offices share a building with the police and fire department. The existing facility functions as center for the municipality offering licensing, permitting, business forms, utility payments, city manager and city clerk's offices, meeting space for smaller functions as well as planning and zoning and record keeping for the city services.

PWSSC Science Discovery Program

The Science Discovery Program is offered to the community through the Prince William Sound Science Center. The program currently has no location from which to operate. Staff provides a variety of science oriented education programs and demonstrations for youth. A theme is chosen each month to be explored and enjoyed by the participants, a recent topic included salmon and their life cycle which involved releasing salmon fry into a local stream. The Science Discovery Room Program served 2,000-2,500 students annually on an average over the past five years.

IDENTIFIED COMMUNITY NEEDS THE CORDOVA CENTER WILL MEET

A series of public meetings involving the community in the early decision making process enabled the partners to design the Cordova Center to create the physical infrastructure to offer economic, educational, cultural and civic opportunities and improve quality of life. Many of the features of the Cordova Center were specifically designed to address a need that was identified or addressed in the series of public forums held early in the process. This collaboration from an early stage has allowed the design to remain on track with strong support from the community.

The Cordova Center meets three different categories of community need:

- efficient and cost-effective delivery of municipal services
- economic diversification in the community for sustainability and improved quality of life residents, retaining year-round population stability
- opportunities for future economic growth both locally and regionally

1. Current facilities in Cordova for museum, library, municipal offices, performing arts, visitor center services, after-school and science discovery education programs are inefficient and inadequate resulting in high maintenance and operations costs and unsafe working conditions or non-compliance with building and safety codes in some cases. None of the facilities meet ADA standards, thereby limiting access to disabled members of the public. There is no safe pedestrian link between the city's two commercial areas.

Cordova's museum collection is housed in an old, deteriorating building that does not meet American Museum Association (AAM) standards (<http://www.aam-us.org/aboutmuseums/standards/index.cfm>). In particular, the museum has problems with the following AAM standards due to the facility in which the collection is housed:

- Stewardship: Physical condition of facility

There are serious problems with the museum's current location critical to responsible stewardship and display of the collection:

- leaks within the facility threaten to damage artifacts and archival records
- lack of environmental control systems to regulate temperature, humidity, and filtration causes damage to the collection
- lighting is old and inadequate which diminishes the museum visitor's experience and enjoyment of the exhibits
- limited exhibit space results in the storage of many collection pieces
- lack of on-site storage results in the inability to accept historic objects to build the collection and improve/increase exhibits
- absence of repair area to triage the collection items results in further deterioration
- lack of exhibit space for traveling exhibits reduces learning opportunities for the community
- lack of security system jeopardizes the collection

There are also code issues that need to be addressed:

- access is limited since Americans with Disabilities requirements are not met
- electrical wiring does not meet code causing safety concerns
- fire code occupancy numbers limit the number of visitors who can view the exhibits at one time causing reduced access and visitor inconvenience

Tourism Support

The museum supports the Chamber of Commerce as a local visitor center for the community. The current facility is not large enough to handle the numbers of visitors it receives:

- visitors exceed fire code occupancy limits resulting in safety issues
- display space for brochures, maps, and local business information is limited and not easily accessible resulting in visitors leaving without the information they need to make their stay in Cordova a high-quality visitor experience
- The facility was not designed to service these numbers of visitors and many are turned away because access is blocked or difficult.

Meeting Room

A small public meeting room that accommodates approximately 50 people is attached to the library/museum. This space is in high demand and conflicts often occur between the various user groups. The museum, library and city council vie for space to hold programs, meetings and special events. Local commissions and boards also utilize the meeting room space and inevitably opportunities for community activities are lost when these conflicts occur. Fire code occupancy limits are frequently exceeded in the meeting room when municipal meetings are in session.

Library

In addition to the museum and public meeting room, the same building houses the public library which also serves as the elementary school library. This addition was poorly built and attached to the museum in 1971.

There are serious problems with the current location critical to provision of library services, programs and access to the collection:

- inadequate wiring for technological services results in limited public Internet access for residents, visitors and the transient seasonal work force
- cords and cables taped to the floor cause safety concerns
- lack of shelving space for new collection items limits ability to build the resource for patrons of all ages, including books and audio-visual materials
- insufficient space to house foreign language collections restricts service to the many international summer cannery workers requesting materials in their own languages: Tagalog, Spanish, Czechoslovakian, Polish and Turkish
- limited seating space restricts access for patrons
- no area for teens is available reducing the ability to serve youth who come to the library in large numbers after school and during the summer
- confined program space results in fewer programs being offered to meet community needs
- non-existent display space reduces marketing ability for resources and services
- staff inability to visually monitor the entire library results in theft of library materials, a cost related concern
- no staff work space reduces staff efficiency when working on special projects
- no staff break room increases employee stress and affects public perception of professionalism

There are also code issues that need to be addressed:

- access is limited since Americans with Disabilities requirements are not met
- electrical circuitry is outdated and overloaded causing safety concerns

Municipal Administrative Offices

There are operational problems with the current facility, creating inefficiencies and increasing costs for the public sector:

- current infrastructure does not provide adequate or reasonable technology-based connectivity, reducing staff efficiency and jeopardizing system security
- no office space for the Mayor disallows privacy when meeting with staff or members of the public
- municipal meeting room is crowded into an interior storage room reducing seating space for public meetings
- lack of soundproof meeting space for private meetings could result in information being heard by inappropriate parties
- inadequate City chambers do not provide space, connectivity or seating for the regular council meetings or other public information events

There are also code issues that need to be addressed:

- access is limited since Americans with Disabilities requirements are not met
- computer cables are taped to the floor and strung overhead causing safety issues
- electricity and wiring are of concern in this building

Emergency Communications/ Response Center

The existing municipal building functions as emergency dispatch and communications center in case of tsunami, oil spill and other emergencies. There are serious problems with the current location critical to provision of emergency services and response to disasters:

- no backup electrical power in case of emergencies would greatly hinder emergency response personnel's ability to communicate with other emergency personnel in the region, state or nation
- current structure is located within the tsunami zone requiring equipment and city administrative personnel to relocate to higher ground for actual events
- lack of space for oil spill/SERVS training response leaves responders unprepared

Prince William Sound Science Center's Science Discovery Program

Currently without a location this popular program risks being discontinued.

The following are problems which result from this situation:

- lack of space for setting up display, exhibits and demonstrations reduces educational opportunities for participants
- crowded shared space discourages elaborate demonstrations that would augment programs and provide greater learning opportunities
- storage space in numerous other buildings results in wasted staff time
- lack of slide projectors, screens and computers connected to the Internet severely limit program development
- kitchen is often insufficient for science experiments; since it is designated as a food area this conflicting use as a laboratory causes health and safety concerns

Performing Arts

The performance areas in Cordova are the elementary school cafeteria/stage/gym, and the high school gym/stage area. As well as school concerts, plays and assemblies, Cordova has an active theatre group, Stage of the Tides, and an active Arts and Pageants group that brings in performances from outside the community, yet there is no adequate venue for these performances.

Using these multi-purpose areas at the schools results in the following problems:

- theatre sets must be assembled and disassembled for each rehearsal and event wasting staff and volunteer time
- lack of storage space for set materials causes the multipurpose rooms to be crowded between rehearsals and events
- inadequate performance venues limits the number of visiting performers and local events held which reduces cultural and economic opportunities for the community

Conference/Convention and Educational Workshop Center

Cordova residents have expressed interest in hosting meetings, conferences, science symposiums and conventions to build economic sustainability for the community. In addition, residents show an ongoing interest in participating in educational classes and workshops.

These community needs result in the following problems:

- lack of space for conferences hinders Cordova's economic growth in the convention market
- inadequate space for workshops and classes curtails community educational opportunities
- lack of space for scientific meetings means these events are often held in Anchorage, resulting in travel from Cordova for many of the science organizations in the community

Exxon Valdez Oil Spill Trustee Council (EVSOTC)

A high level of interest from community members, residents of the region and others from outside the area has led to the desire for a central clearinghouse where coastal communities in the region can share results of studies of Gulf ecosystems, EVOS programs and collective knowledge gained through the Gulf of Alaska Ecosystem Monitoring and Research (GEM) program.

Currently there is no centrally located facility equipped to serve as the public outreach center for the EVOSTC which results in the following problems:

- lack of a venue to host meetings, symposia, workshops and classes limiting EVOSTC's ability to share important knowledge with interested parties
- inadequate public access to GEM program reports and other EVOS-related information leading to missed opportunities for educated decision making
- limited museum exhibits on oil spill history and the advances in technology and industry that were stimulated by the spill reduce educational opportunities for residents of Cordova, Prince William Sound region and visitors from around the world
- lack of educational displays on the results of Gulf of Alaska Ecosystem Monitoring and Research Program (GEM) research findings, of restoration efforts and their results leads to loss of informed and engaged citizens: "Ultimately, it is our understanding of the Gulf of Alaska and our ability to share information that will

determine the future of the gulf ecosystem and the human activities that depend on it.” - EVOSTC

- limited space to display art representative of the ecosystems of the Delta and the Sound leads to a restriction in awareness of the values inherent in these resources and loss of opportunities to stimulate community involvement in stewardship activities.

Safe Transportation

Safe pedestrian link for tourists and residents to promote business in Cordova

Cordova has identified a community need for a pedestrian link between the historic main street and the business frontage along the working harbor.

Currently the following problems exist:

- the harbor area and lower part of the town are not well connected to the main street
- the only pedestrian access options are unsafe, making it difficult for both residents and visitors to walk from the harbor to the downtown business center
- lack of a pedestrian passage between the two commercial centers in a safe and accessible manner restricts community economic development possibilities and limits sales for local businesses
- current access is treacherous with limited sidewalks and has led to personal injury.

2. Cordova’s dependence on commercial fishing has resulted in an economy that is cyclical in nature and not diverse. This reliance on one industry has led to economic difficulties as fluctuations occur in fishing and fishing related ventures. In addition to the natural cycles, the community of Cordova was heavily impacted by the devastating effects to the economy in this region of the Exxon Valdez oil spill. The community recognizes a need for economic diversification to promote long-term sustainability.

Lack of economic diversity has led to the following problems:

- seasonal influx of workers for fishing industry who leave at the end of the season taking their income with them instead of spending it in the community
- business closures during the off season due to reduced population, leaving locals with fewer choices and opportunities
- employee lay-off during the off season resulting in a higher unemployment rate
- economic difficulties during low fishing cycles leading to increased hardship for over half the households in Cordova
- long-term impact of the oil spill on fishing families and community businesses that relied on those families for a sizeable portion of their income
- decrease in raw fish tax revenues from a high of \$1,294,704 in 1989 to \$448,958 in 2004 following the oil spill severely affected the operations of the municipality
- decrease in local sales tax revenue during those same time frames.

3. The community does not have convention and meeting venue space to accommodate the current demands from businesses, government agencies and non-profit associations. There is also no space to address the anticipated growth in demand for conference facilities as the community expands its market share of conventions and small meetings.

This lack of meeting venues has resulted in the following problems:

- community public meetings are held in spaces which are not ADA accessible nor large enough to accommodate all the attendees
- crowding results occupancies that exceed fire code limitations
- inadequate space for conferences and meetings has resulted in the loss of bookings which would have stimulated the economy and brought a number of attendees to the community, thereby enhancing business opportunities
- lack of current state-of-the art technology and connectivity in meeting rooms limits presentations by locals and meeting presenters reducing the public's access to information
- audio/visual equipment must be moved from venue to venue which is an inefficient use of staff time and damaging to equipment

A June 2004 (and reviewed again in 2008 and 2013) McDowell Group infrastructure analysis of Cordova concluded that: Cordova's overall infrastructure for meetings and conventions is limited. Current meeting space is ill-suited for most professional groups, though adequate for some. A new, well-designed facility will be more attractive to groups that already meet in Cordova and other scientific, business and government groups.

Section II

Products and Services and Social Return on Investment

Products and Services offered by the Cordova Center include:

- ◆ State-of-the-art museum that can display, provide interpretation of and protect existing and new collection items in an environmentally controlled space. It will be not only a repository of artifacts from the past, but a place where the culture is alive today. Interpretive exhibit displays will afford educational benefits to visitors of all ages. There will be a space dedicated to restoration and repair of artifacts.
- ◆ Museum gift shop offering a selection of materials representing the artifacts, history, culture, nature and fine art exhibited in the Cordova Center. Proceeds from the gift shop will contribute to the Historical Society's funds for maintaining the collection.
- ◆ Assist with visitor services.
- ◆ Well-designed library facility with better capacity to serve the community, residents of outlying hatcheries and villages, and visitors.
- ◆ Internet access through the library network will be available to patrons on library computers and from their own laptops, making this a business conference friendly service.
- ◆ Large Education room will have multiple purposes, being available for the science discovery program as well as after school art and library programs, the Summer Reading Program and Elderhostel and other senior citizen groups and activities.
- ◆ Auditorium seating 220 people providing a full performing arts theatre space for school children, local theatre and cultural events including films, as well as offering seating for conferences, conventions, retreats and symposiums. This auditorium will serve as a public forum for City Council meetings on topics that draw large public attendance.
- ◆ A variety of conference and meeting rooms that can serve federal and state agencies, local government, civic groups, scientific symposiums, conventions and workshops as well as serving the tourist and business traveler populations. Sliding scale rates will be charged so that small groups for example local non-profits can afford the meeting rooms.
- ◆ Large meeting room that can be split in half to accommodate workshop and smaller meeting needs, fostering Cordova's ability to attract small conventions and meetings
- ◆ Kitchen and other amenities to support banquets or catered events.
- ◆ Areas to host events including concerts, dances, craft fairs, trade shows, bazaars and private functions such as weddings, parties and receptions. Foyer gallery space to display art by contemporary Alaskan artists.
- ◆ Space for concessions – providing earned income plus economic opportunity to Cordovans – helping to diversify and strengthen the local economy.
- ◆ Polling space for community elections.
- ◆ An oil spill response training and incident command and communications center, as well as an emergency administrative response and communications center.

Social Return on the Investment

The Cordova Center is an investment in local and regional assets that creates the physical infrastructure to diversify the economy and provide essential economic, social, educational, and cultural benefits to the community. The Cordova Center will improve the quality of life for residents of all ages, as well as offering special cultural and educational opportunities to Alaskan and other visitors.

As a convention center, the facility will attract conference attendees year round to Cordova, offering mutual social and educational benefits to the community and hosted groups, promoting exchange of ideas and perspectives and the sharing of information and experience. As the quality of a visit becomes and improved experienced in Cordova over time, the number of both seasonal and business visitors will increase significantly. Each visitor will have an economic impact on the community, spending on lodging, food and beverages, car rentals, gifts and souvenirs and tours and charters. Benefits to Cordova will affect both public and private entities as visitor spending filters through most sectors of Cordova's economy. For example:

- increased employment and payroll of hotels, restaurants, retail stores, tour operators and related businesses
- increased income for local businesses providing goods and services to visitors
- more revenue from the 6% car rental tax
- more revenue from the 6% lodging tax
- more 6% sales tax revenue to help support City services
- more employment opportunities in businesses providing goods and services to visitor industry businesses
- improved year-round income for businesses providing goods and services to visitor industry businesses-including legal and accounting services, wholesalers, utility providers, fuel oil providers, etc.
- increased income for providing goods and services to visitor industry workforce and their dependents
- added admission fees will contribute to the Museum's operating costs
- new year-round residents will improve housing and rental markets
- development of a year-round economy, ending the transient effect of the current highly seasonal industries

The Cordova Center project is designed to encourage the development of innovative businesses to fill niches created by the need for support to new services and visitor populations. As new businesses are established, their proprietors, employees and their families will come to live in the community, using schools, grocery stores, housing and other community services.

The increase in services, amenities and opportunities will establish Cordova as a desirable place to live and raise a family. This will help to attract new residents including families with children, retired people, and business entrepreneurs who will also stimulate the economy.

Classes and workshops offered at the Center will bring educational opportunities to residents and other attendees. The theatre will support performances by local and other Alaskan artists. Display of contemporary Alaskan art will support Alaskan artists and offer viewers a unique visual experience.

While the project is based in Cordova, it has implications for the entire south central tourism industry. More attractions and services in any one area of the region impact visitor interest in the region as a whole. Cordova's central geographic location and collaborative economic development plan position the community to become the hub of cluster development for southcentral Alaska's tourism industry.

Other communities may use this project as an example of the economy of scale possible when complementary services are provided in one multi-use facility, offering efficiency of construction, operation and maintenance. The implementation of services for this project will provide a prototype of a municipality stimulating economic growth through an innovative approach to developing markets. As a model, this enterprise also has the potential to impact other regions within Alaska, as well as other rural communities. The impact to the transportation industry may help to attract more and improved year-round scheduling.

During its construction phases, the project will have a significant economic impact on the local community in a variety of ways – creating jobs directly associated with construction and all the ancillary economic benefits of a major project to the community that is housing and supplying the work force.

The community supports this new multi-use facility because it provides the opportunity for cost effective, energy-efficient operation, with shared resources, minimized building volume, and common centralized services.

Economic Gain from direct employment opportunities for the Cordova Center:

- Immediate 3-6 months: 5-10 positions (Pre-construction)
- Intermediate 6-18 months: 50 positions (Construction)
- Long Term 18 months +: 25-40 positions (Community Growth and Cordova Center)

In summary, this project consolidates and focuses the city's effort to revitalize Cordova's economy, providing the public infrastructure and services to promote local and regional economic growth. It enhances quality of life for residents of all ages and provides educational, cultural and social opportunities for Cordovan's and all those who visit the community, whether for business or pleasure.

Section III

Market Analysis

The Cordova Center is strategically positioned to be a centerpiece of the economic resurgence of this community. Building a facility that serves local residents and provides an attraction for business as well as seasonal visitors will be an important contribution to stable and sustainable economic growth.

Meetings and Conventions in Remote Alaska Communities

Community	Average # of Groups	Average # of Delegates	Center Status
Kodiak	15	40	No meeting center
Sitka	28	104	Meeting center
Valdez	10	225	Meeting center

Source: Cordova Chamber of Commerce, Kodiak Island Convention & Visitors Bureau, Sitka Convention & Visitors Bureau, Valdez Convention & Visitors Bureau.

Clients/Customers

Beneficiaries of this project include the 2239 residents of Cordova. Approximately 15.36% of the community is Native American and other ethnic groups make up another 15% of the population. The median age of residents is 43 years. There are 317 children enrolled in the schools while others are homeschooled. Approximately 8% of the residents are senior citizens.

Cordova's median per capita income is \$34,312. Fee schedules will reflect the ability of the residents and local organizations to pay for the use of space or admission fees to assure that the opportunities offered in the Cordova Center are affordable for those who live in Cordova.

Cordova is home to approximately 25 non-profit organizations, many that will use the new spaces the Center provides. Some of these include:

- Arts and Pageants
- Stage of the Tides
- Girl Scouts/Boy Scouts
- Cordova Family Resource Center
- Copper River Watershed Project
- Cordova Historical Society
- False Alarm Choral Group
- Cordova Chamber of Commerce
- Pioneers of Alaska
- Cordova Senior Citizens Group
- 4H Music Camp
- Cordova Little League Association
- Cordova Hospital Auxiliary
- Cordova Iceworm Committee/Festival
- Cordova Shorebird Committee/Festival
- American Legion Post 8

Over 490 businesses and corporations provide services in Cordova. The Center would provide meeting and training workshop space.

Cordova is locally represented by the following government agencies that would use the Cordova Center facility for training, workshops, symposiums and special events:

- United States Coast Guard Air Station
- United States Coast Guard Buoy Tender Sycamore
- U.S. Forest Service, Chugach National Forest, Cordova Ranger District
- Alaska Department of Fish and Game
- Alaska Wildlife Troopers
- UAF Alaska Sea Grant Advisory Office

Native entities that would use services in the new facility or partner with the Center in various ways include:

- Native Village of Eyak
- Ilanka Cultural Center
- Ilanka Community Health Center
- Eyak Corporation
- Chugach Corporation
- Tatitlek Corporation

Visitors comprise the other group of beneficiaries and include people from other areas of Alaska, the U.S. and foreign citizens. Categories included in this group are:

- in-state associations, agencies and groups that hold annual conferences
- convention/meeting attendees
- small cruise ship passengers
- independent travelers
- festival goers (Ice Worm Festival, Shorebird Festival, etc.)
- recreational tourists (sport fishermen, heli-skiers, etc.)

This group will encompass a wide-range of ages, ethnicity and affluence. The fee schedule for use of the facility by these groups will take into consideration regional market costs for meeting spaces and events and be set at levels competitive with the other areas providing similar services.

The Industry and Market Trends

Statewide, there are a number of groups and organizations that hold meetings for their members annually or regularly throughout the year. These types of organizations are in need of meeting space that is suitable for hosting a professionally-run business-type meeting. In Alaska there are numerous government, civic and trade organizations that rotate their annual, semi-annual, quarterly or even monthly meetings, spreading their economic impacts and goodwill among host communities. The McDowell Report lists a sample of nearly 100 groups that have recently hosted meetings or conventions in Alaska with 200 or fewer attendees, the market sector it projects for Cordova.

According to the McDowell Report, past research indicates that at a minimum the statewide meeting/small convention market approaches 20,000 delegate days per year. With an aggressive marketing effort and a professional facility, it is likely that Cordova's direct economic benefits from the small meeting/convention markets could range between \$140 and \$160 per person per delegate day. These figures could be greater if delegates add days to their itinerary to participate in pre- and post-meeting tours and other activities, which Cordova's scenic beauty and natural assets offer. The table below summarizes the direct and indirect impacts that result from an average of 25 small meetings and two small conferences annually. These are the same number of meetings and conferences estimated in 2009, but the economic impact figures have increased to reflect higher spending estimates. Direct spending resulting from attendee and association spending is approximately \$357,000. Using a generally accepted economic multiplier of 1.5, the total economic impact of this market is estimated to reach \$535,000.

As explained in the 2009 report and updated in 2013, spending and employment associated with meetings in Cordova will occur in primarily visitor industry-associated sectors: lodging, dining, retail, and transportation. These businesses will in turn increase their spending with other businesses (the "multiplier" effect): construction, banking, freight, groceries, etc.

Summary of Annual Impacts in a Typical Year, 2013 Update

Meeting Type	Potential Economic Impact
Attendee Spending	
Small meetings (25 annually)	\$231,000
Conferences (2 annually)	\$97,000
Association Spending	
Conferences (2 annually)	\$29,000
Total Spending in Cordova	
Direct spending	\$357,000
Direct and indirect spending	\$535,000

The Competition

Since there is no local competition for the small meeting/convention market, Cordova will compete with other relatively remote Alaska communities such as Kodiak, Sitka and Valdez. Cordova will invest in staff time dedicated to the meeting and convention market, expanding its Information Services department to include a new marketing position. An

initial marketing campaign to create awareness among meeting groups will take place. The necessary marketing effort to attract groups will include personnel time devoted to making sales calls to target organizations. This type of outreach will focus on educating groups about Cordova’s ability to host meetings and highlighting the community’s assets. Information will be provided regarding ease of access, style and variety of restaurant and catered cuisine, and pre- and post- conference activities. Staff will also travel to meeting/convention trade shows to create greater awareness of Cordova.

The McDowell Report projects that Cordova could achieve similar convention activity as Sitka and Valdez – perhaps capturing up to five percent of this small convention market.

Cordova’s Market Challenges and Opportunities

Challenges

New to market, no reputation

Highly competitive market requires awareness among groups

Currently no resources to compete

Perceived as expensive and remote

Limited infrastructure, seasonal availability of some rooms and catering services

Perception of few available activities and limited shopping opportunities

Convention/meetings facilities almost always need to be subsidized

Opportunities

New to market, fresh appeal

Already established presence among specific groups with ties to the community (i.e. PWSSC)

Tourism plan identifies need to invest in tourism marketing including meeting/convention market

Transportation fees are competitive

Remote, “off the beaten path” appeal

Pre- and post- convention wilderness activities (fishing, kayaking, glacier experience, etc.)

Fast ferry Chenega will provide more efficient marine access to the community

Source: McDowell Group.

Competitive Advantage and Strategic Position

Cordova is in a unique competitive position to enter the meeting/small convention market. The connections it has to specific interest groups are strong assets. Though Cordova has little market presence it can capitalize on being a new destination to the in-state meeting rotation. Cordova will invest professional time and provide financial support to market the community to meeting planners.

In its Competitive Analysis section, the McDowell Report states:

- ◆ *Cordova is competitive with other small, relatively remote communities that are involved in the meeting/small convention market. It already attracts organizations with connections to the community through science, fisheries and other community groups.*
- ◆ *Along with a marketing effort, better meeting facilities could attract organizations that have never considered meeting in Cordova before.*

In terms of access, Cordova is generally competitive with other coastal Alaska communities. Cordova has good air service from Anchorage, which is appealing to meeting groups. Its Essential Air Service (EAS) status is a benefit to the community since it is more likely to be guaranteed jet service. An additional attraction to organizations considering Cordova would be group fare discounts. With smaller planes, ERA Aviation provides seasonal service to Cordova from Anchorage. The McDowell report concludes, "Cordova's air service is good and a reasonable value. This is an asset to the community when competing with other communities to host meetings."

The Alaska Marine Highway System stops in Cordova on a regular basis. Currently, two AMHS vessels make Southcentral voyages, the MV Aurora and the MV Chenega. Both vessels carry vehicles and passengers. The new fast ferry Chenega is a useful, attractive option for meeting planners. The fast ferry operates at speeds that dramatically cut travel time between ports and operates on a more frequent basis than AMHS vessels. The Chenega, based in Cordova, is capable of carrying 250 passengers and 35 cars. Overall, cost to travel to Cordova is competitive among other small remote communities.

The multi-functional facility is designed to carry out Cordova's economic development strategy to build its visitor industry. It is a broad based collaborative effort taking proactive steps to improve Cordova's economic competitiveness in the tourism industry.

Cordova's accommodations, restaurants and services are similar to those found in other small communities. Some investment may be necessary to upgrade these and assure meeting groups that Cordova has the ability to provide quality service and accommodations.

The new museum will attract increased resident visits raising admissions revenues. There will be greater market penetration for the new museum among both local and out-of-town visitors due to the quality of the facility, market awareness and such additional attractions as the gift shop, theatre and Alaskan art exhibits. The new museum with its state-of-the-art environmental controls, management, collection development and exhibit practices will add to its attraction. By meeting museum accreditation standards for security, environmental stability and conservation controls, the museum will become eligible to host traveling exhibits and collections on loan, and will become eligible for certain grant and endowment funding. Traveling exhibits are important to attract community visitors on a continuing basis as well as repeat regional visitors. The new, larger museum will also be able to accommodate collection additions from donors which will attract more visitors.

The Cordova Center location is convenient for cruise ship or ferry passengers with only a short time to spend in port, and will funnel them into the downtown area. As well as attracting visitors and promoting local business development, it will also attract more grant money for museum projects and offer new research opportunities.

Collaboration

The Cordova Center Project Leader keeps all stakeholders informed of public meetings and project progress through emails, newsletters, box holder mailings and posters in public locations.

Through continual public planning to identify new ways in which the facility can creatively be utilized to serve the community, the Cordova Center will offer the community educational experiences, economic opportunities, and a true sense of ownership in the project.

The facility will offer economies of operation by locating several functions within a single building. This will create an active community center, combining a number of uses within a single facility, strengthening the role of each.

The Cordova Center will efficiently offer compatible services contributing to community sustainability. This project establishes an opportunity for cooperation to encourage innovation and strengthen and stabilize the economy, creating an environment that increases business development. The project encourages the formation of an inclusive network of service-providers and businesses to share information, ideas and resources. As well as promoting existing businesses and helping them take advantage of the new market opportunities it will create, the Cordova Center project will catalyze new business development to provide services needed, encouraging innovation and fostering a climate in which entrepreneurs can create jobs.

Community and Stakeholder Support

“I am glad to see the community come together behind a project like the Cordova Center” ~ **Governor Frank Murkowski**

“The Cordova Center will serve to enhance the livability of our community for the next several generations.” ~ **Greg Meyer, Sylvia Lange, Cordova business owners.**

“...a center such as this could bring a host of business travelers to this town, which would help stimulate the economy — especially in the slow winter months.” ~ **Paul Meyers, USFS biologist, Cordova Ranger District**

“When Cordova has the capacity the Native Village of Eyak would like to plan a regional conference.” ~ **Robert Henrichs, President, Native Village of Eyak**

As a part of the public process for the design of the Cordova Center, residents clearly voiced the importance of creating a facility that would serve the community for many years to come; one that would be well built, energy efficient and yet as multipurpose as possible. Values that echoed strongly through the public meeting process were for the building to become the “heart of the community,” “a place where on a gray and stormy rainy day you could find comfort, warmth, friendship, education, culture...yet well-built and efficient.”

Tangible Support

As evidence of the strong stakeholder support for this project, the goal for pledged contributions to the capital campaign from members of Cordova Center organization boards, museum and library staff and the City Council is 100%.

- ◆ The City has bought the land for the project site at a cost of \$362,000
- ◆ The City matched an EDA grant with \$85,000 of municipal funding
- ◆ The City provides staff support valued at \$475,392 to date for the planning and development of the project, other in-kind and cash support including covering all legal fees required by the project
- ◆ The City has committed \$1.5 million for construction.
- ◆ Local fundraisers have brought in \$54,754 to date to support Cordova Center construction and are ongoing
- ◆ In-kind donations from local businesses and corporations with a local presence are being solicited as part of the local fundraising drive.
- ◆ The following Cordova community organizations support and plan to utilize the Cordova Center: (Letters of support available upon request.)

US Forest Service
Alaska Department of Fish and Game
Oil Spill Recovery Institute
Cordova Chamber of Commerce
Cordova District Fishermen United
Cordova Community Medical Center

Pioneers of Alaska
Cordova Telephone Cooperative
Cordova Electric Cooperative
Audubon Society
Eyak Corporation
Tatitlek Corporation

Native Village of Eyak
Cordova Historical Society
Cordova Public Library and Friends of
the Library
Stage of the Tides (Local Theatre
Company)
Cordova Arts & Pageants
Copper River Watershed Project
Cordova 4H
Prince William Sound Science
Center/Discovery Room
Cordova Public Schools - Elementary
and High School
Prince William Sound Community
College
Cordova Iceworm Festival Committee
Cordova Shorebird Festival
Cordova Girl Scouts and Boy Scouts
Cordova Visual Artists
Cordova Danceworks

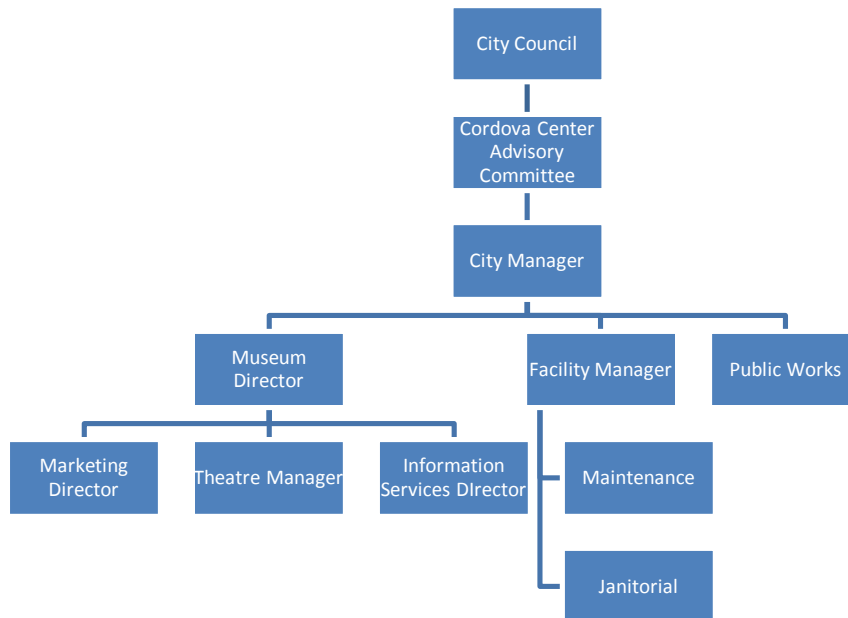
Cordova Parent Teacher's Association
False Alarm (choral group)
Cordova Family Resource Center
Local Business and Churches
Cordova Volunteer Fire Department
Cordova Senior Citizens Group
Cordova Teacher's Association
Prince William Sound Aquaculture
Association
United States Coast Guard, Cordova Air
Station/USCG Cutter Sycamore

Section IV

Marketing Plan

Separate document. Available by request.

Cordova Center Organizational Chart



The Cordova City Council will provide for management of the Cordova Center through the appointed Cordova Center Advisory Committee, which will be comprised of 7 community members, including representatives from the library, museum, city administration, the Science Discovery Program, Stage of the Tides and the community at large. Guided by their bylaws, this group will work closely with the City Manager and Facility Manager to develop and oversee user policies, fee schedules and security issues. Including the various stakeholders on this committee allows community concerns regarding costs and rules for use to be addressed by those who are aware of each user group’s needs and ability to pay for the services. The City Council has final authority over the recommended policies and fees.

The operation and maintenance of the facility will be the responsibility of the City Manager who will work closely with the Museum Director, Facility Manager and Director of Public Works to assure that marketing, scheduling, maintenance and janitorial duties are carried out in a timely, efficient and effective manner. The City anticipates adding a part-time Marketing Director, full-time Facility Manager, full-time janitorial and full-time maintenance position to be responsible for the tasks associated with the operations of the Cordova Center. Each of these staff members will report directly to their department heads or the City Manager. (See organization chart and list of recommended staff positions with sample of duties.)

City Council

Final approval of policies and fees
Mayor, Jim Kacsh – Businessman
Vice Mayor – David Reggiani, PWS Aquaculture CEO
E.J. Cheshier, Fisherman, Businessman
James Burton, Fisherman, Businessman
Tom Bailer, Businessman
Tim Joyce, Retired USFS Wildlife Biologist
Kristin Carpenter, Copper River Watershed Project Exec. Director
Bret Bradford, GCI Corporation

Cordova Center Advisory Committee

Bylaws, User fees, Security
Representation: building tenants (library, museum, city administration) and partners (Science Discovery Program, Theatre Group)

City Manager

Oversight

Museum Director

Oversight of Information Services Department
Coordination with Facility Manager

Information Services Director

Public Relations, Web Page Management

Marketing Director (0.50 FTE) NEW

Marketing, Event Logistics, Scheduling, Fee Collection
Policy and permit enforcement

Theater Manager (0.50 FTE) NEW

Theater Management, Logistics, Scheduling

Facility Maintenance (1 FTE) NEW

HVAC system maintenance, Building automation system maintenance
Telecom system maintenance, Security, Equipment scheduling and maintenance

Janitorial (1 FTE)

Housekeeping
Event setup and takedown
Lighting maintenance
Outdoor cleanup
Security

Job Description
Theatre Manager/ Program Leader
Permanent Full Time

POSITION: Theatre Manager/Program Leader

DEPARTMENT: Information Services: Museum/Library

SUPERVISOR: Assistant City Manager

POSITION SUMMARY:

Regular Full-Time Position working approximately 40 hours per week. Hours will be scheduled at the discretion of the City and may vary.

Serves as coordinator of exhibits, events for the Information Services Dept.

Serves as coordinator for Theatre Use.

Serves as library or museum staff as needed.

Serves as liaison for cultural resource and arts organizations in the community.

ESSENTIAL FUNCTIONS:

- Serve as coordinator for public programs for information services department: Museum/Library Divisions and city coordinated events;
- Coordinates Theatre public use. Administers all theatre use and rental and all equipment therein. Receives and provides training for users on equipment. Maintains use logs for theatre and theatre equipment.
- Schedules and coordinates public performances in the theatre, bands, films, musicians, plays, etc. Creates yearly series of public performance events.
- Manage Education Room and coordinate schedule of use of Education Room equipment and supplies. Receives and provides training for users on equipment.
- Coordinate and conduct Art classes and curriculum for community youth and adults.
- Coordinates art and cultural exhibits – both traveling and local – for Information Services Department: Museum/Library Division.
- Coordinates traveling exhibit design with Information Services Director for events such as Fish Expo; Sportsman Shows, etc.
- Coordinate Visiting Artists and Authors for Information Services Department: Museum/Library Divisions.
- Serves as library staff when needed. Assists with DVD collection. Assists as directed with collection maintenance, which may include cataloguing and weeding. Staff circulation desk. Assists patrons. Shelves library materials. Provides outreach to increase public awareness of library resources and collections.
- Coordinates interior and exterior décor and displays for Information Services Department. Assists in conservation, care and display of public

art in City facilities.

OTHER RESPONSIBILITIES:

- Perform other related duties as assigned.
- Greets visitors to museum in absence of other staff; opens and closes museum in absence of other staff.
- Oversees volunteers and supervises staff as necessary.
- Maintains knowledge of routine and emergency procedures of the facility.
- Assumes overall administration of museum in absence of director.
- Perform related work as assigned.
- Must complete all training mandated by City of Cordova.

EDUCATION, EXPERIENCE AND SKILLS REQUIRED FOR QUALIFICATION:

- High School Diploma or GED Required; BA in arts or cultural studies.
- One to two years' experience in library services. Experience with automated library systems preferred.
- One to two years' experience in arts, literature, and media preferred.
- Experience with exhibit coordination, experience with event coordination.
- Computer experience with publishing programs preferred.
- Ability to work independently.
- Proven ability to communicate and deal effectively with the public.
- Ability to organize and prioritize workload, ability to meet deadlines.
- Ability to understand and carry out verbal and written instructions.
- Flexibility in days and hours available for work schedule (position will include evening, possibly weekend hours).

EQUIPMENT AND TECHNOLOGY USE:

- Computers and software used for word processing, spreadsheets, and relational databases, e.g. Mac and/or PC, MS Word, MS Excel, MS Publisher, Collections Management Software (PastPerfect); Library Circulation Software (Destiny)
- Cameras, Scanners, Laptops

RULES, REGULATIONS AND STANDARDS:

- Laws, rules, regulations, standards, codes or other regulatory guides as to statutes, federal regulations, professional standards, building codes, trade practices and procedure manuals.
- Policies and Procedures manuals of the Cordova Historical Society and Museum
- Policies and Procedures of the Cordova Public Library

SALARY AND BENEFITS:

- Rate of pay
- Annual Leave: Accrued at 80 hours per year/2080 paid hours. Increases with years in service.
- Sick Leave: Accrued at 12 days per year/2080 paid hours.

- Paid Holidays
- Health Insurance, Life Insurance, PERS Retirement

Job Description

**Marketing Director/Museum Assistant
Permanent Full Time**

POSITION: Marketing Director/Museum Assistant

DEPARTMENT: Information Services: Museum/Library

SUPERVISOR: Assistant City Manager

POSITION SUMMARY:

This is a Regular, Full-Time position working approximately 40 hours per week. Hours will be scheduled at the discretion of the City and may vary.

- Oversees Cordova Center marketing, scheduling and meeting logistics.
- Assists with operations of Museum Store in partnership with Cordova Historical Society volunteers.
- Assists Cordova Chamber with marketing efforts and community outreach.

ESSENTIAL FUNCTIONS:

- Schedules all events, conferences, meetings for Cordova Center. Supervises logistics for events within Cordova Center working closely with Cordova Chamber of Commerce.
- Greets visitors at museum. Answers questions and distributes information regarding Cordova's history, city facilities and local information. Handles sales from museum store.
- Maintains inventory and stock for Museum Store; Oversight of volunteers from the Cordova Historical Society in managing museum store facility.
- Responsible for securing museum facility and entire building as necessary.
- Assists Museum Director with special events, public programming and fund-raising.
- Assists Museum Director and Curator with research for exhibits and public programs.
- Attends and represents Information Services with other organizations for event planning; i.e. Chamber, Cordova Arts and Pageants, etc.

OTHER RESPONSIBILITIES:

- Performs other related duties as assigned.
- Maintains knowledge of routine and emergency procedures of the facility.
- Assumes overall administration of museum in absence of director.
- Perform related work as assigned.
- Must complete all training mandated by City of Cordova.

EDUCATION, EXPERIENCE AND SKILLS REQUIRED:

- High School Diploma or GED required. College degree preferred.
- 6 months to 1 year experience in museum work
- Two years visitor industry experience and special event planning preferred.
- Proven ability to communicate and deal effectively with the public.
- Ability to handle cash transactions.
- Ability to organize and prioritize workload, ability to meet deadlines.
- Ability to understand and carry out verbal and written instructions.
- Flexibility in days and hours available for work schedule. Must be able to work weekends.

EQUIPMENT AND TECHNOLOGY USE

- Computers and software used for word processing, spreadsheets, and relational databases, e.g. Mac and/or PC, MS Word, MS Excel, MS Publisher, Collections Management Software (PastPerfect);
- Cameras, Scanners, Laptops

RULES, REGULATIONS AND STANDARDS:

- Laws, rules, regulations, standards, codes or other regulatory guides as to statutes, federal regulations, professional standards, building codes, trade practices and procedure manuals.
- Policies and Procedures manuals of the Cordova Historical Society and Museum

SALARY AND BENEFITS:

- Rate of pay
- Annual Leave: Accrued at 80 hours per year/2080 paid hours. Increases with years in service.
- Sick Leave: Accrued at 12 days per year/2080 paid hours.
- Paid Holidays
- Health Insurance, Life Insurance, PERS Retirement

Section VI

Facilities Construction, Operation

Construction Plan

The construction of the Cordova Center will be overseen by the City of Cordova's Project Manager and ultimately the City Council. Minch Ritter Voelckers Architects is responsible for developing the project bid specifications, bidding packets and other necessary documents for potential bidders.

Construction for Phase I began in August of 2010 and completed in the spring of 2014. Phase II is anticipated to begin in the summer of 2014 and be completed in the spring of 2015. A Project Manager will be hired to oversee construction of the facility on behalf of the City of Cordova.

Operations and Maintenance Plan

The City of Cordova will own, operate and manage the Cordova Center. Operations and maintenance costs for the new facility will be provided by combining the current operations and maintenance budgets for the administrative offices, library and museum with income generated from the public and commercial use of the center, theatre and leased space.

The Cordova Center Proforma (separate document) is currently being reviewed and updated by the Cordova Center Committee utilizing comparative research from other communities and industry standards for rental and use fees. The expense side of current facilities and estimated Cordova Center costs is also under review by City staff and Alaska Energy Engineering, LLC consultant, Jim Rehfeldt.

Completed in 2005 and updated in 2013, the Pro-forma estimates potential direct revenue in 2015 of \$97,870 increasing to \$179,093 by 2017. As a part of the review process, the Cordova Center Committee is also drafting a Fee (Rental) schedule that will involve a public process prior to coming to City Council for approval as a part of the City of Cordova Fee Schedule.

Designed to have a long, useful life, the Cordova Center will incorporate energy efficiency designs so as to constrain operating costs. The City will implement state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

Efforts to integrate LEED best-practice into the building are being promoted. An emphasis on individual occupant control of lighting will be provided for both perimeter and non-perimeter occupied spaces to achieve LEED credit for controllability of systems and to support optimum health, productivity and comfort conditions. Daylight activated control of fixtures will be utilized in all areas with significant daylight contributions. Daylight ratio of exterior to interior illumination of occupied spaces will be in accordance with LEED criteria.

The partners in MRV Architects attended the International Green Building Conference in Austin, Texas in November, 2002, and went through the LEED certification courses. In early 2003, a contract amendment was negotiated to add a formal certification process to the design contract, including the ambitious goal of gold certification. The Cordova Center project was registered with the USGBH, only the second such project for Alaska (the other was a federal project designed out-of-state).

Sustainable planning to date has resulted in the following green building goals:

Maintenance

Use construction materials that lower maintenance over time

Sustainability

Location: Preferred site chosen through public planning process

Site has history of similar use

Landscaping will tie into existing buildings

Improved access and harbor – main street link

Orientation: Maximize sunlight and view

Enhance access to multiple areas

Provide shelter from elements

Building Skin: Roof construction and materials selected last 50 to 100 years

Roof construction and materials withstand winds of 150 mph

Siding and roofing materials selected for the Cordova climate

Well insulated windows to cut energy expenses

Recycled or renewable materials used when appropriate

Heating and Cooling: Creative use of available water storage to cool facility

Passive ventilation and natural cooling techniques

Passive solar heat to supplement heating system

Lighting: Daylight optimized to reduce energy use and eyestrain

Energy efficient lights selected

Water Conservation: Low flush toilets

Possible use of rainwater or second-hand water for toilets

Minimal harmful run-off

Improve existing water systems near the site

Materials: Carpets, paints & finishes selected to minimize off-gassing for best indoor air quality

Low-maintenance materials selected

Recycled materials used whenever possible

Section VII

Sustainability Plan

Please see attached Pro Forma and Building Use estimate

Sustainability has always been a major planning component for the Cordova Center. We have focused on the following key areas to insure that the facility is sustainable and successful over the long-term:

- Green building design with energy efficient systems
- Selection of building systems and materials with long life-cycles and low maintenance costs
- Cost savings due to reduced overhead expenditures (multiple functions sharing one roof and one set of systems)
- Increased value for dollars spent on shared services, equipment, network access and other administrative costs
- Cost savings resulting from personnel sharing across programs
- Earned income stream from conference/meeting use of facility
- Lease fees from Science Discovery Program and kiosk space
- Revenues from current and newly developed festivals
- Affordable fees for local use of the performing arts center and other meeting spaces for public events
- Rental fees for private use of the facility for weddings, parties and other receptions

The LEED Green Building Certification will assure that operation costs are kept as low as possible by using passive energy sources, conserving water and energy and utilizing extremely efficient utility systems. Fuel efficiency, timed light controls, low water toilets, use of ambient light and high R value insulation will provide savings in operations of the facility. In addition, construction materials have been selected with long life cycles and low maintenance in mind. Again, by purchasing high quality systems and materials in the construction phase, operations and maintenance costs will be lower than if less reliable or less easily maintained materials were used.

Another facet of the Cordova Center that will assist in sustainability is the reduction of overhead expenditures. By sharing one facility and its systems, the City of Cordova will experience savings. Reduction of duplication of services and administrative costs will improve efficiency and operations and assist in keeping expenses low. Through use of shared equipment, technology networks, phone systems or other supplies and contract services, costs savings will be experienced when similar needs are identified and a collaborative method of meeting those needs implemented.

The various earned income streams will be based on a competitive fee schedule for conference planners and a sliding fee schedule for local residents, assuring affordability so that use and municipal support remain high. An aggressive and active marketing campaign will be undertaken to build Cordova's reputation as an attractive, accessible and accommodating conference destination. Successful conferences and satisfied attendees will assist in building our market by sharing their experiences with others. This will lead to our community attracting a growing piece of Alaska's convention market. In addition, due to the vast array of outdoor opportunities available in the area, we will be able to work to entice outside conventions to schedule their events at the Cordova Center, providing their attendees with a state-of-the-art convention center surrounded by a world-class natural environment.

The Historical Society will manage the endowment in conjunction with the Cordova Center Advisory Committee.

Building on the capital campaign for facility construction that will have developed a culture of philanthropy in the community, the City of Cordova will also create and implement a fund development plan for charitable and planned giving. Giving opportunities will include annual fund drives, local fundraising events and an established endowment. Building on the Cordova Historical Society's, the Friends of the Library's, the Arts and Pageants' and Stage of the Tides' donor bases, an active campaign will solicit charitable giving in the community. Tapping into supporters of the arts and the science community will bring other demographic groups into the donor pool. Businesses will also be approached for gifts, and once benefits of the increased economic development facilitated by the opportunities provided by the Cordova Center are being experienced, donations are expected to grow annually.

An Endowment Fund Campaign will be started as soon as facility is completed to provide the opportunity for Cordova Center supporters to give planned gifts that will benefit the community in perpetuity. Although this project will develop slowly and immediate results won't be great, eventually the income generated by the endowment will provide long range fiscal stability.

Grant revenue will also be sought to increase collaborative programming and economic development opportunities. There will be inter-agency cooperation among government, non-profit, educational and business partners in seeking a variety of grants to build capacity in the community and diversify use of the Cordova Center. This philanthropic component of the sustainability plan will be key to increasing services, enhancing the educational and cultural experiences for residents and visitors, and developing model programs that other communities can replicate. In turn, these grant funded activities will build support for the center both locally and regionally resulting in more charitable giving.

Section VIII

Ongoing Assumptions and Risks

Community Support

First and foremost will be continued community support for the Center and all the economic, social and cultural opportunities it provides the community. Local use by individuals, nonprofits, municipal government and other Cordova groups will assure a willingness to fund a portion of the operation of the Center with local funds. The City's long-term commitment to providing the necessary human resources to assure implementation of the marketing plan, facility management and maintenance sets the stage for a successful venture.

Marketing Plan

The success of the marketing plan for Cordova as a convention destination will be a key factor in the Center's success. By providing state-of the art facilities and efficient conference services at competitive prices our community will garner an increasing percentage of in-state conferences and meetings. In addition, the friendly and competent staff, the welcoming community and its scenic setting offering outstanding recreational opportunities will enhance the visitor's experience, resulting in highly satisfied customers who will assist in marketing the facility by sharing their positive feelings with other potential conference planners and visitors.

The increase in marine access with the addition of the fast ferry will also improve the marketability of our community as a convenient venue. This, combined with Cordova's unique location and spectacularly beautiful environment, will provide great appeal to out-of-state groups or businesses considering meeting in Alaska, especially on topics related to the marine environment, birding, and the fishing industry. Over time, Cordova will be able to successfully carve a sustainable niche in this market for this all-important aspect of the Cordova Center.

Economic Growth

Since the Center will stimulate growth for local businesses, and new niches to attract entrepreneurs, as success is achieved in the convention market local business support will solidify and expand. Opportunities for event sponsorship will increase, and earned income will grow with each new activity and festival.

In conclusion, the Cordova Center is the centerpiece of our goal to increase economic diversification and to stimulate the local economy on a year-round basis. The addition of a wide variety of economic, cultural and educational offerings will improve the quality of life in our community. As the number of visitors' increases, jobs will be created and opportunities for small business development will expand. Combined, these will encourage entrepreneurs, retired folks, and families to move to Cordova, thereby adding to the growing circle of beneficiaries of the Cordova Center Project.

Section IX

Funding Summary

See Attachment for Funding Summary. As commitments are received or identified it is updated.

Section X

Phase II Budget

Phase II	EXPENSES	
426-402-70110	Project Administration	\$ 193,228
426-402-70130	Construction	\$ 9,997,277
426-402-70140	Project Consultation and Management	\$ 325,500
426-402-70150	Administrative Contingency	\$ 699,809
426-402-70160	Furnishings	\$ 541,500
426-402-70180	1% for Art	\$ 235,000
		\$ 11,992,314

Phase II	INCOME	
	EVOS Trustee Council	\$ 3,675,937
	DCCED	\$ 4,994,478
	Capital Campaign	\$ 2,232,142
	City of Cordova	\$ 1,089,757
		\$11,992,314

Section XI

LEED Certification

The LEED Green Building Rating System is a voluntary, consensus-based, market-driven building rating system that is based on accepted energy and environmental principles and strikes a balance between established practices and emerging concepts. It evaluates environmental performance from a whole-building perspective, providing a definitive standard for what constitutes a “green building.”

LEED for New Construction and Major Renovations (LEED-NC) is a measurement system designed for rating commercial and institutional buildings, with a focus on office buildings. LEED-NC has also been applied to many other building types, including high-rise residential buildings. The rating system is organized into five environmental categories: Sustainable Sites, Water Efficiency, Energy & Atmosphere, Materials & Resources, and Indoor Environmental Quality. An additional category, Innovation & Design Process, addresses sustainable building expertise as well as design measures not covered under the five environmental categories. LEED is a performance-oriented system where points are earned for satisfying performance criteria. Different levels of green building certification are awarded based on the total points earned. The system is designed to be comprehensive in scope, yet simple in operation.

The Cordova Center will be seeking GOLD LEED status. An emphasis on individual occupant control of lighting will be provided for both perimeter and non-perimeter occupied spaces to achieve LEED credit for controllability of systems and to support optimum health, productivity and comfort conditions. Daylight activated control of fixtures will be utilized in all areas with significant daylight contributions. Daylight ratio of exterior to interior illumination of occupied spaces will be in accordance with LEED criteria.

Commissioning of the facility will occur near the very end of the project.