



City of Cordova
A L A S K A

Cordova Comprehensive Plan Update Appendices Adopted December 4, 2019

Appendix 1: Abbreviations

AADT	average annual daily traffic
ADA	Americans with Disabilities Act
ADFG	Alaska Department of Fish and Game
ADM	average daily membership
AHFC	Alaska Housing Finance Corporation
ANCSA	Alaska Native Claims Settlement Act
BLS	Bureau of Labor Statistics
CAH	critical access hospital
CCMC	Cordova Community Medical Center
CIP	Capital Improvement Plan
DCCED	Alaska Department of Commerce, Community and Economic Development
DNR	Alaska Department of Natural Resources
DOTPF	Alaska Department of Transportation and Public Facilities
DOLWD	Alaska Department of Labor and Workforce Development
EVOS	Exxon Valdez Oil Spill
FARS	Fatality Analysis Reporting System
FHWA	Federal Highway Administration
GIS	geographical information system
IHS	Indian Health Service
NOAA	National Oceanic and Atmospheric Administration
PWS	Prince William Sound
PWSC	Prince William Sound College
QR	quick response code
ROW	right of way
RV	recreational vehicle
STIP	Alaska Statewide Transportation Improvement Program
TAP	Transportation Alternatives Program
TRS	Teachers Retirement System
USACE	United States Army Corps of Engineers
USFS	United States Department of Agriculture Forest Service

Appendix 2: List of Relevant Plans and Resources

What	Who	Year
Harbor Facilities/Uplands Master Plan	City of Cordova	2018
Prince William Sound Borough Formation Economic Feasibility Study, Phase 1	City of Cordova, City of Whittier, Girdwood Governance Association	2018
Cordova Economic Summit Results	Cordova Chamber of Commerce	2018
Cordova Strategic Action Plan	City of Cordova	2017
Emergency Operations Plan	City of Cordova	2017
Cordova Community Resource Guide	Many Cordova organizations, businesses, partners	2017
Prince William Sound Regional Energy Plan	Prince William Sound Economic Development District	2016
Sound Opportunities: Economic Growth for the Prince William Sound Region	Prince William Sound Economic Development District	2016
Cordova Official Zoning Map	City of Cordova	2015
Cordova Health Needs Assessment	Cordova Community Medical Center	2013
Odiak Pond Stormwater Assessment	Copper River Watershed Project	2012
Cordova Stormwater Design Study Report	Copper River Watershed Project	2009
Cordova Comprehensive Plan	City of Cordova	2008
Local Hazards Mitigation Plan	City of Cordova	2008
Community Tourism Plan	Cordova Chamber of Commerce	2003
Prince William Sound Transportation Plan	Alaska Department of Transportation and Public Facilities	2001

Appendix 3: About Cordova

Cordova is incorporated as a home rule city. Of the five classes of Alaska municipal entities, home rule cities have the broadest range of authorities and have all legislative powers as allowed by law or charter. Alaska State Statute, Title 29, Section 29.10.200, sets out the limitations on home rule legislative powers.

This section offers graphs and data describing the Cordova community, how it is changing, and how it compares to the State of Alaska and to other coastal Alaska communities.

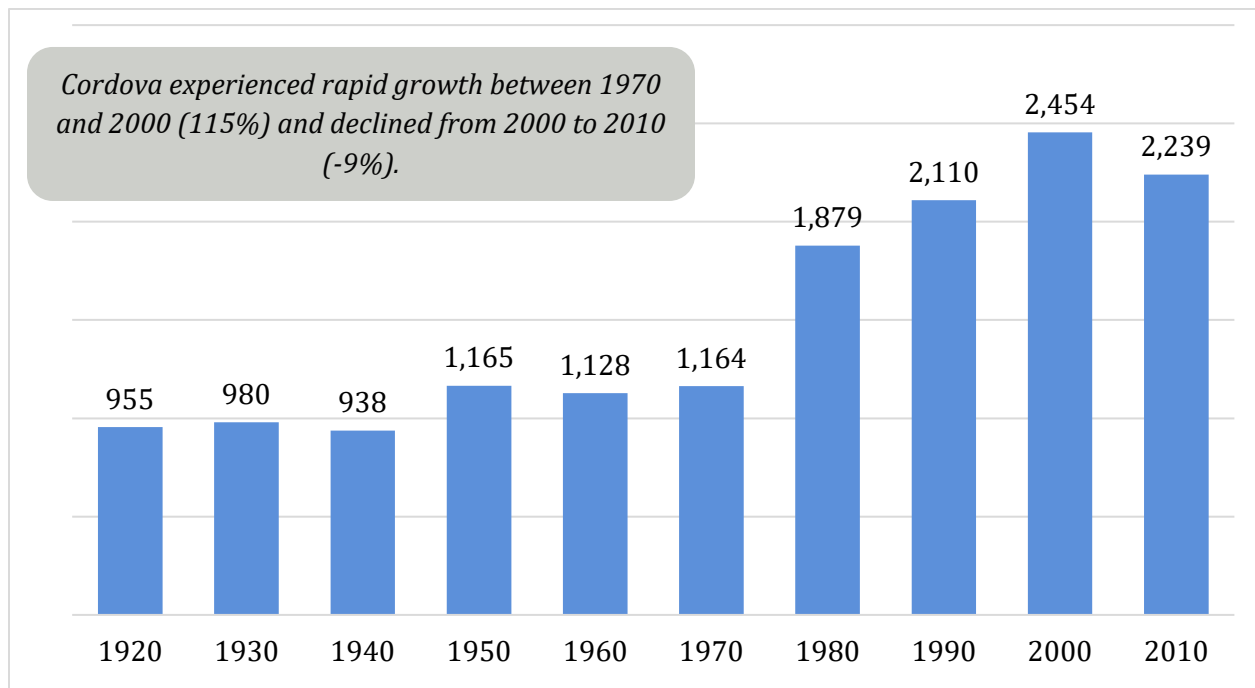
These grey boxes include key trends or notable takeaways for each figure (map, graphic or table).

The data derives from a range of sources; most referenced are the U.S. Census Bureau and the Alaska Department of Labor and Workforce Development. When community-level data is unavailable, regional data is shared. “Regional data” is defined by the U.S. Census Bureau designation of the Valdez-Cordova Census Area; this area includes Valdez (population 3,903), Cordova (population 2,360), along with 23 other smaller communities in the geographic area such as Glennallen, Copper Center, Kenny Lake, Tazlina and Whittier. To determine how Cordova is changing compared to similar Alaska communities on key demographic and economic indicators, the project team selected three coastal Alaska communities. They include:

- **The City of Valdez (“Valdez”)**, Cordova’s closest neighbor in Prince William Sound. Valdez has a larger population than Cordova. Unlike Cordova, Valdez is accessible via road. Valdez is the terminus for the Alyeska Pipeline, which generates large property tax revenues for the City of Valdez. Valdez and Cordova are both in the Valdez-Cordova Census Area.
- **The City of Dillingham (“Dillingham”)**, a coastal community and fishing hub in Bristol Bay. Dillingham’s population is nearly identical to Cordova. Dillingham is not accessible by road. Dillingham is the largest community in the Dillingham Census Area.
- **The City and Borough of Wrangell (“Wrangell”)**, a southeast community with a population approximately the same size as Cordova. Like Cordova and Dillingham, Wrangell’s economy is primarily driven by fishing with some other sectors such as tourism. Wrangell is also not accessible by road.

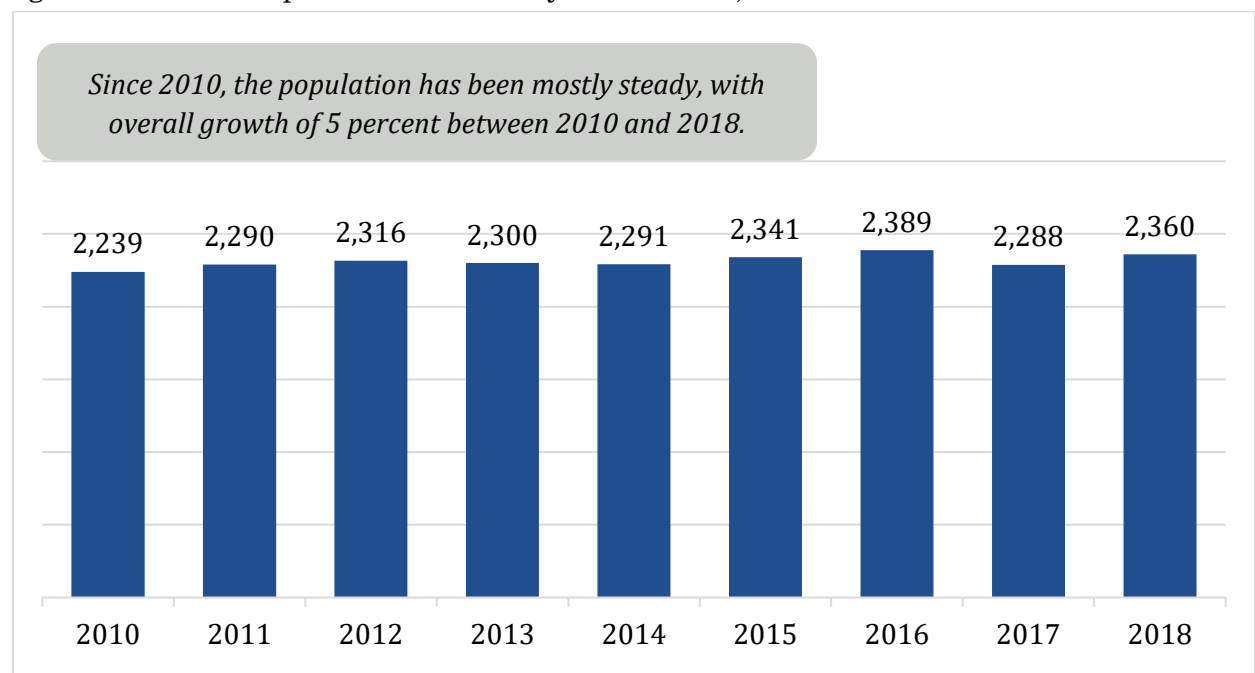
AREA HISTORY | *The Native Village of Eyak (NVE) is an Alaska Native Village mostly comprised of four distinct Alaska Native peoples (Eyak, Chugach Region People, Tlingit, and Athabaskan) who are organized together as a federally recognized tribe. The area has always been a place known for trading, and traditionally the Eyak people acted as middlemen for the traders. These have always been abundant lands and waters both for personal and commercial use through trading. Our traditional lands follow the boundaries set under ANCSA in 1971 and stretch across the Copper River Delta and Prince William Sound to encompass Middleton Island. There are many historical village sites across our lands, with the last traditional village annexed into the City of Cordova in the early 1900’s. Today, ancient grave sites, longhouse remnants and culturally altered vegetation attest to the rich history of our homelands. NVE supports the revitalization of our traditional languages and culture through annual events and heritage preservation which includes subsistence activities, skin sewing, weaving and beading as well as exercising our sovereign rights to self-governance through self-determination.*

Figure 1: Historic Population for the City of Cordova, 1920-2010



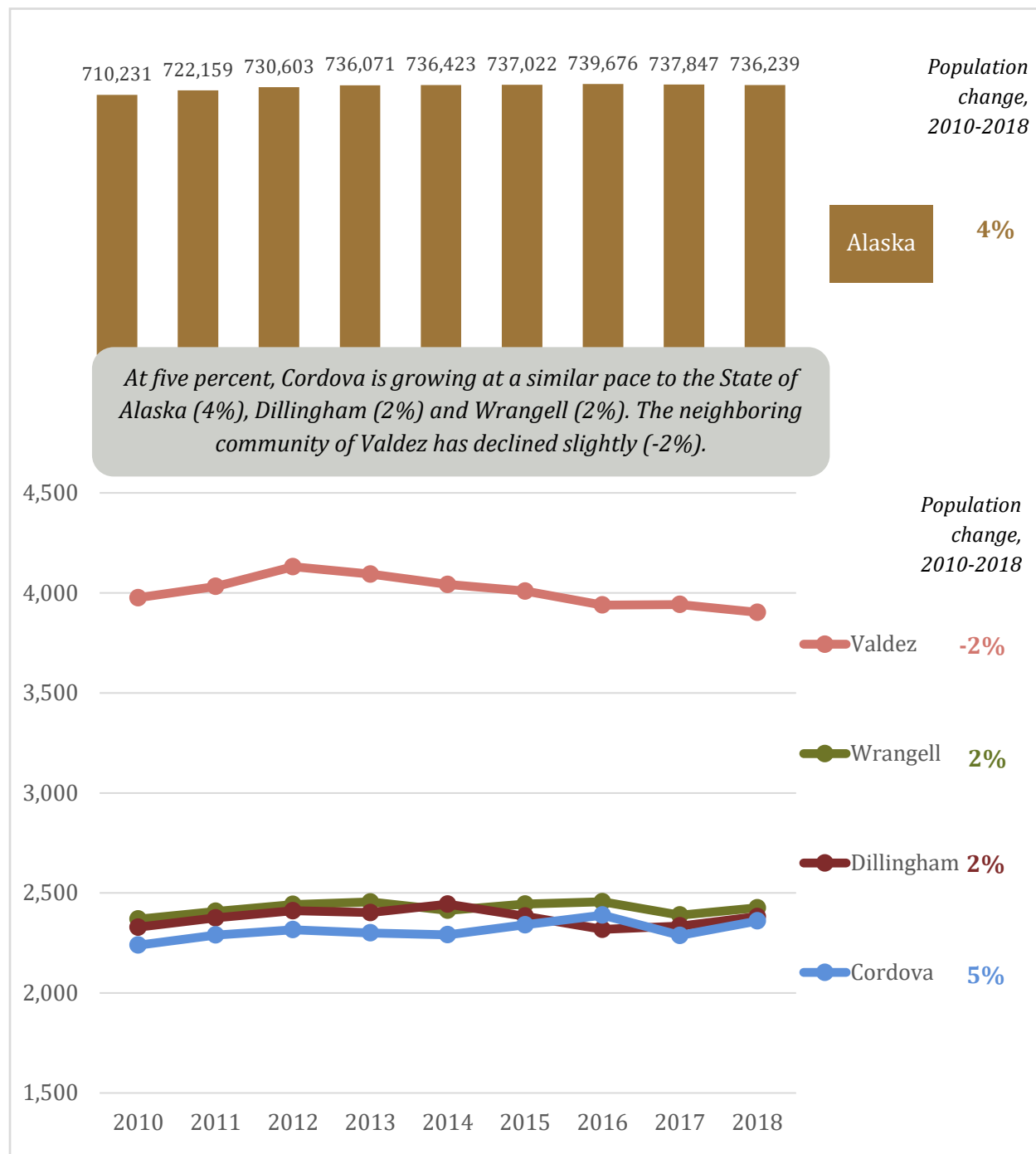
Source: U.S. Census

Figure 2: Recent Population for the City of Cordova, 2010-2018



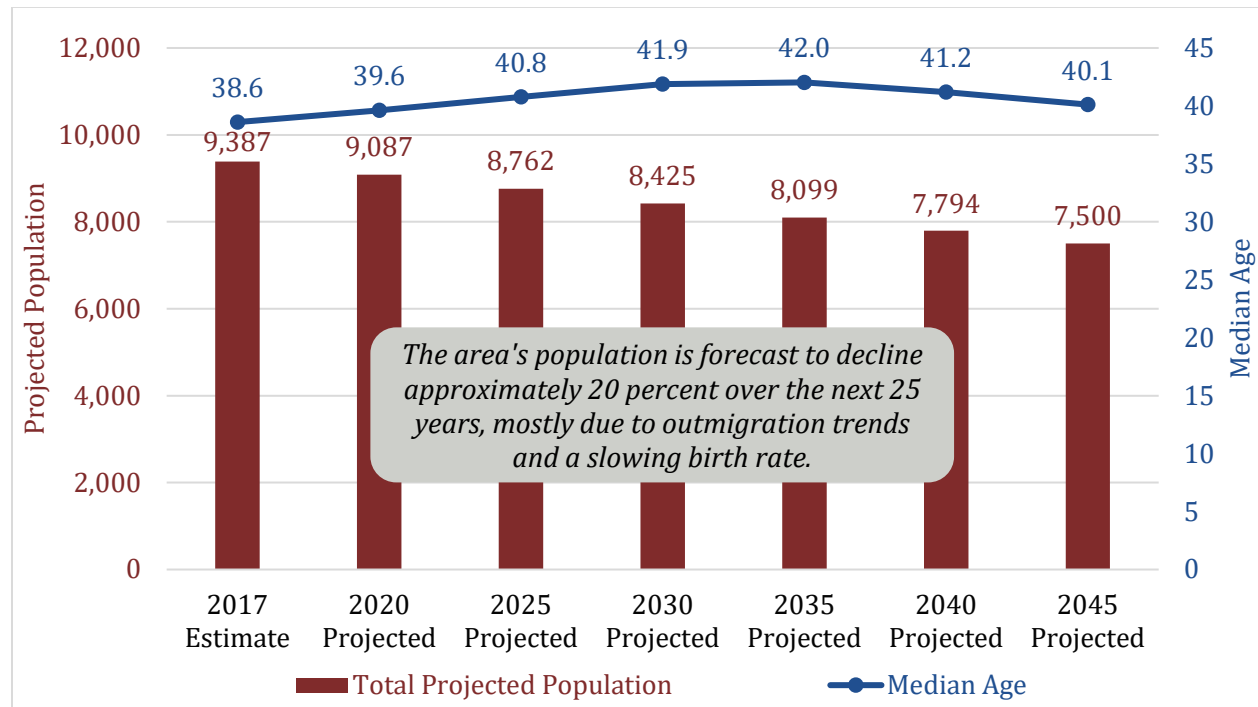
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 3: Population for the State of Alaska and Comparative Coastal Communities, 2010-2018



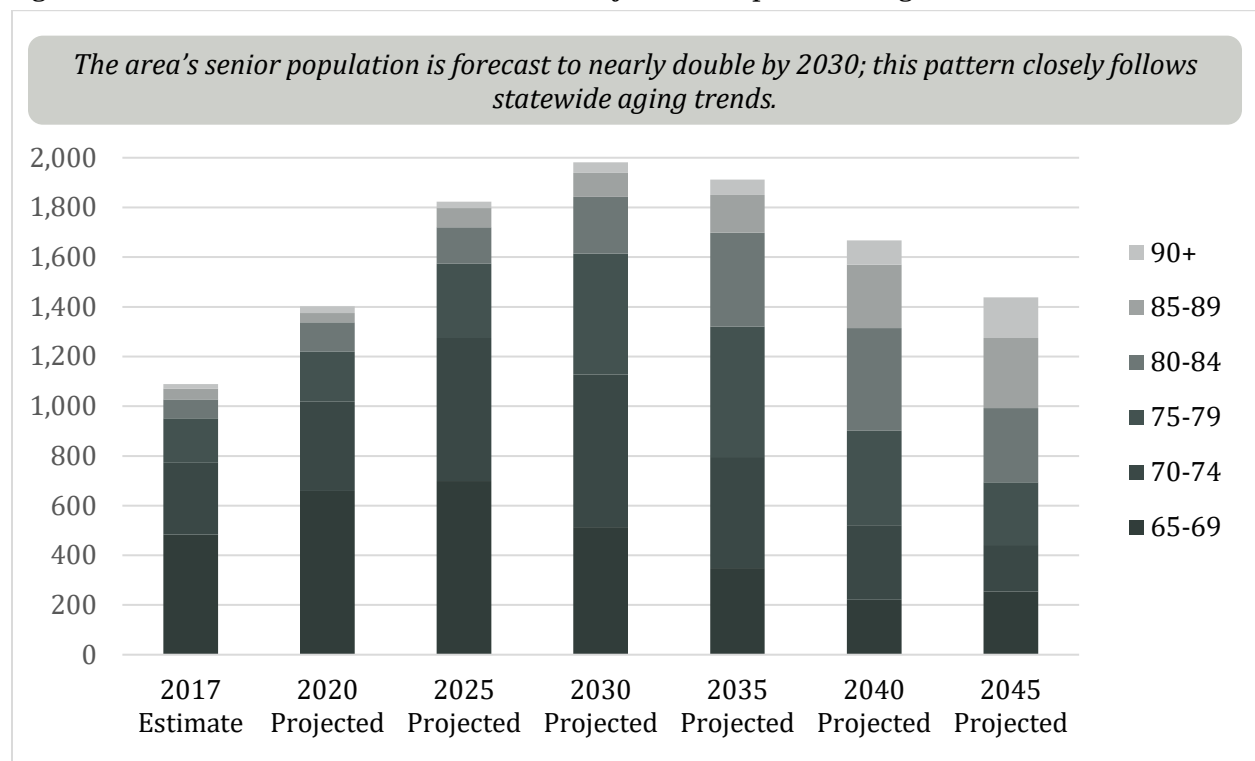
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 4: Valdez-Cordova Census Area Project Population Change and Estimated Median Age, 2017-2045



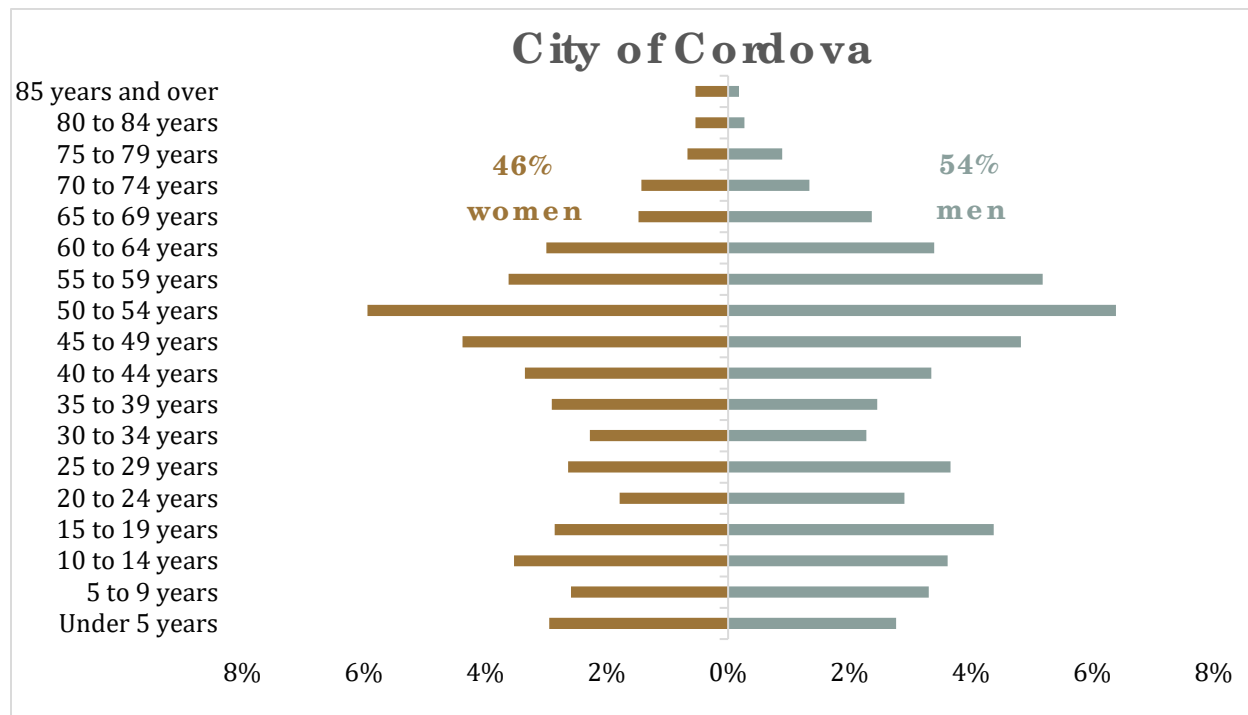
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 5: Valdez-Cordova Census Area Projected Population Age 65+

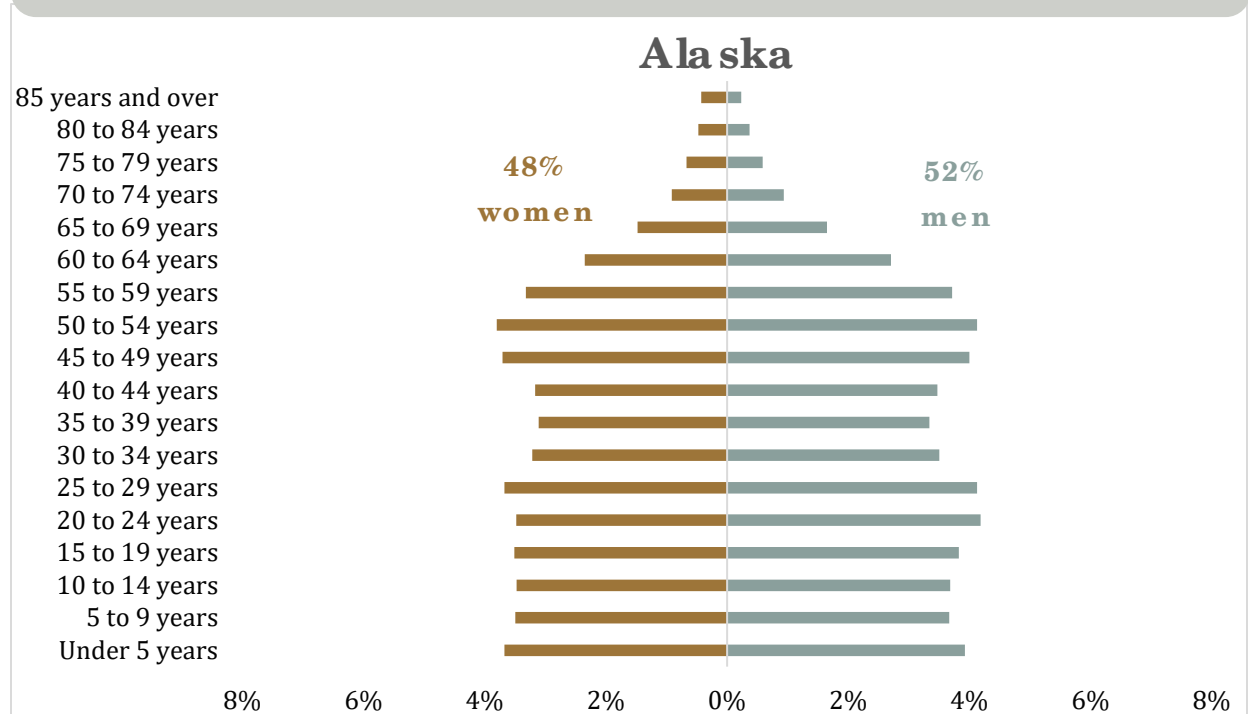


Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 6: Age and Gender Distribution, Cordova and Alaska, 2010

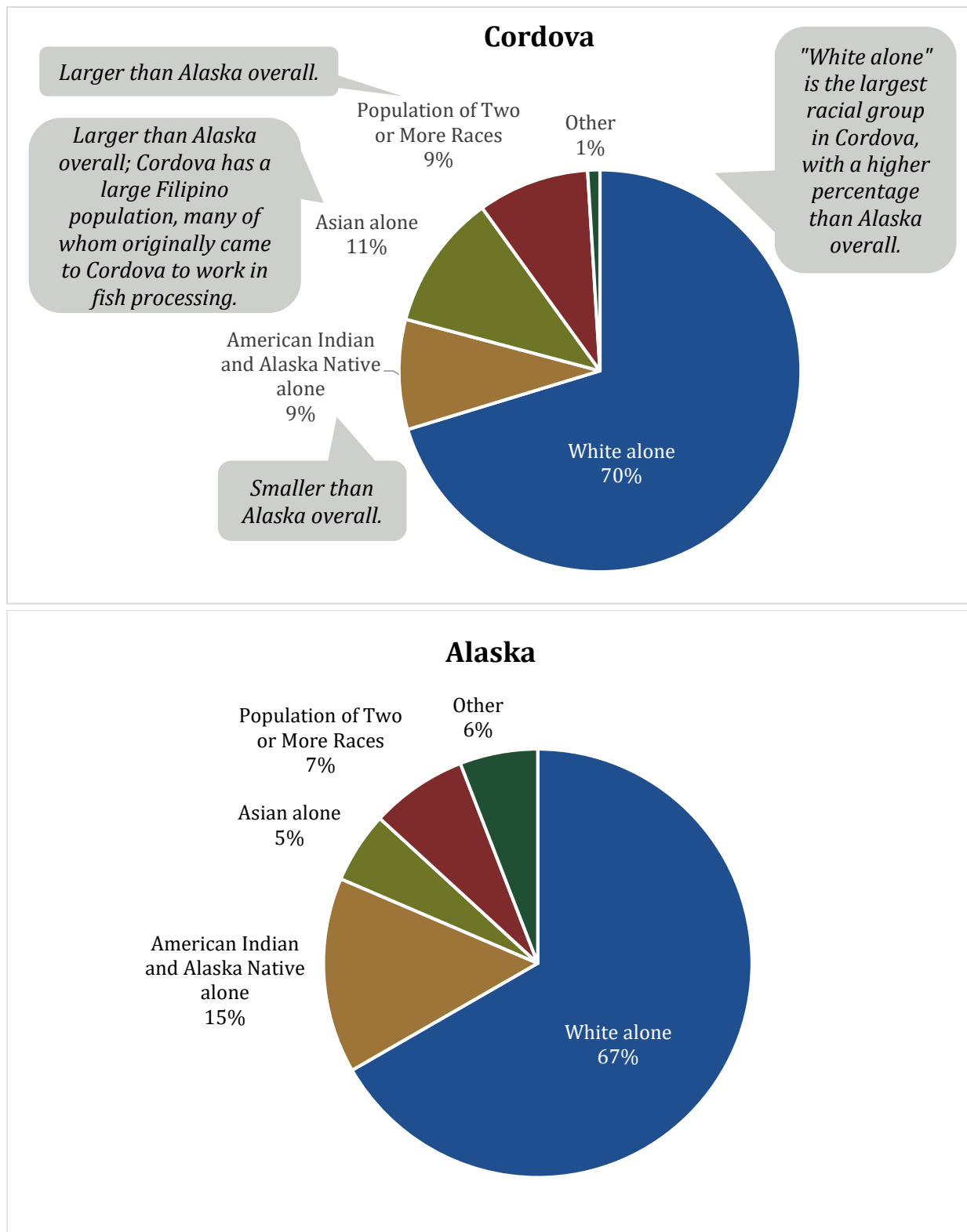


Cordova has proportionally fewer residents ages 20-39 and more residents age 45-64 than the rest of the state. This could be due in part to Cordova's high cost of living, potentially leading some young adults to seek employment elsewhere.



Source: U.S. Census

Figure 7: Race, City of Cordova and Alaska, 2010



Source: U.S. Census

Appendix 4: Land Use Background

Land Use: What Exists Today

Introduction and Setting

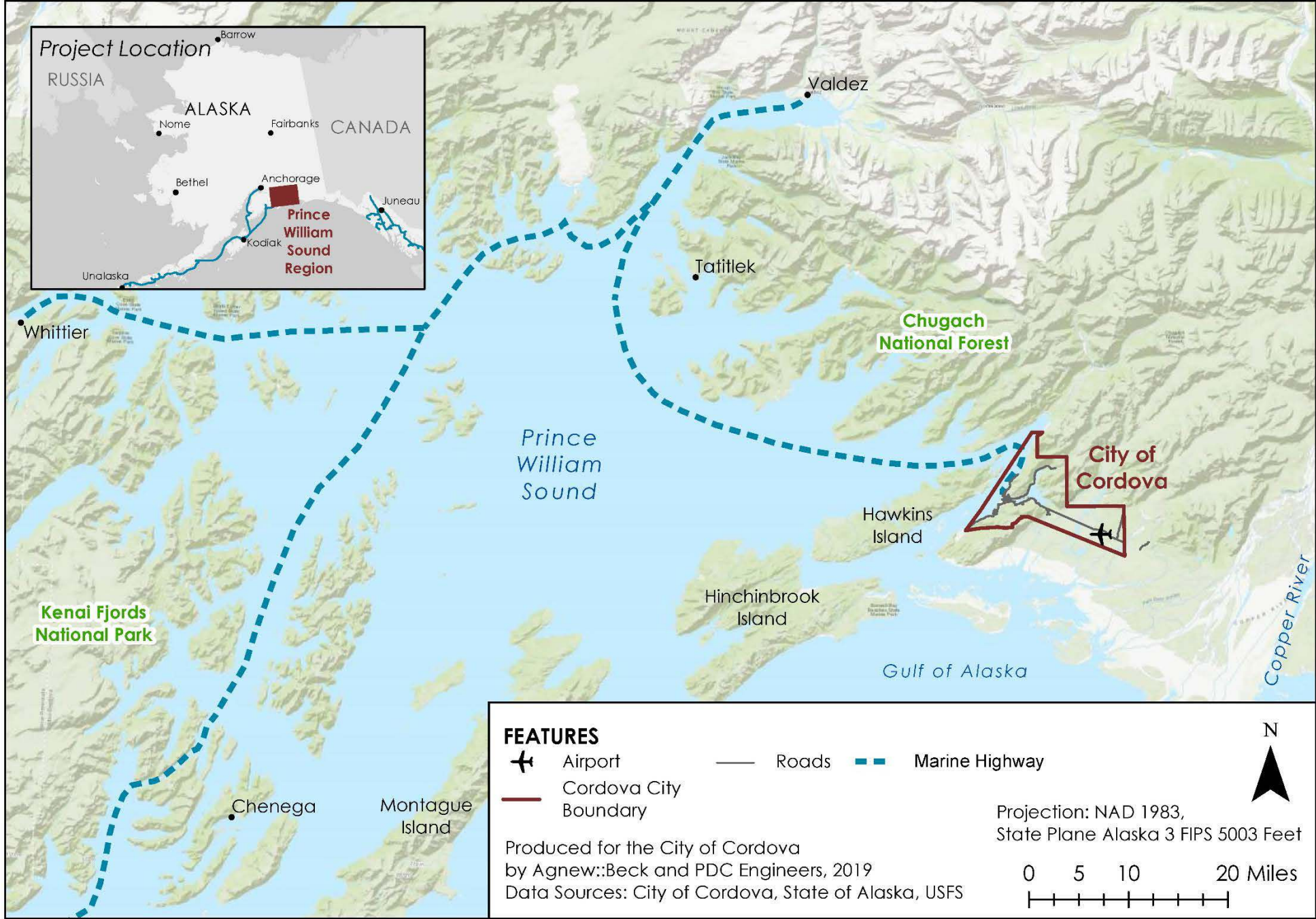
Cordova is located on the eastern side of Prince William Sound, along Alaska's southern coastline (Figure 8). Cordova was named Puerto Cordova by Spanish explorer Salvador Fidalgo in 1790, adding a Spanish place name to the English, Russian, and French names applied to the other coves, waterways and islands of Prince William Sound.

The history of settlement and current life of Cordova reflect the area's strategic location, with access to the robust marine resources of Prince William to the west, the Copper River and its delta to the east, and the surrounding Chugach Mountains. The Copper River opens one of very few corridors through the Chugach Mountains from the Gulf Coast into Alaska's interior. This set of attributes was the basis for the Eyak people settling in this area many thousands of years ago, the pathway for tradeable goods from Alaska's interior, and the modern commercial fishing industry that remains a defining feature of the community today.

Modern Cordova sprang into existence as the terminus of the railroad transporting copper ore from the Kennecott Copper Mines. The rail connection was completed in 1908. The town was incorporated in 1909 and quickly grew to over 2,400 people, making it the largest town in Alaska at that time.¹ The original township plan laid out during this initial period of rapid growth established a framework of roads and parcels that still guides land use in Cordova today.

¹ Cordova Chamber of Commerce, available here: <https://www.cordovachamber.com/history-culture>

Figure 8: Regional Setting – Map of Cordova and Prince William Sound



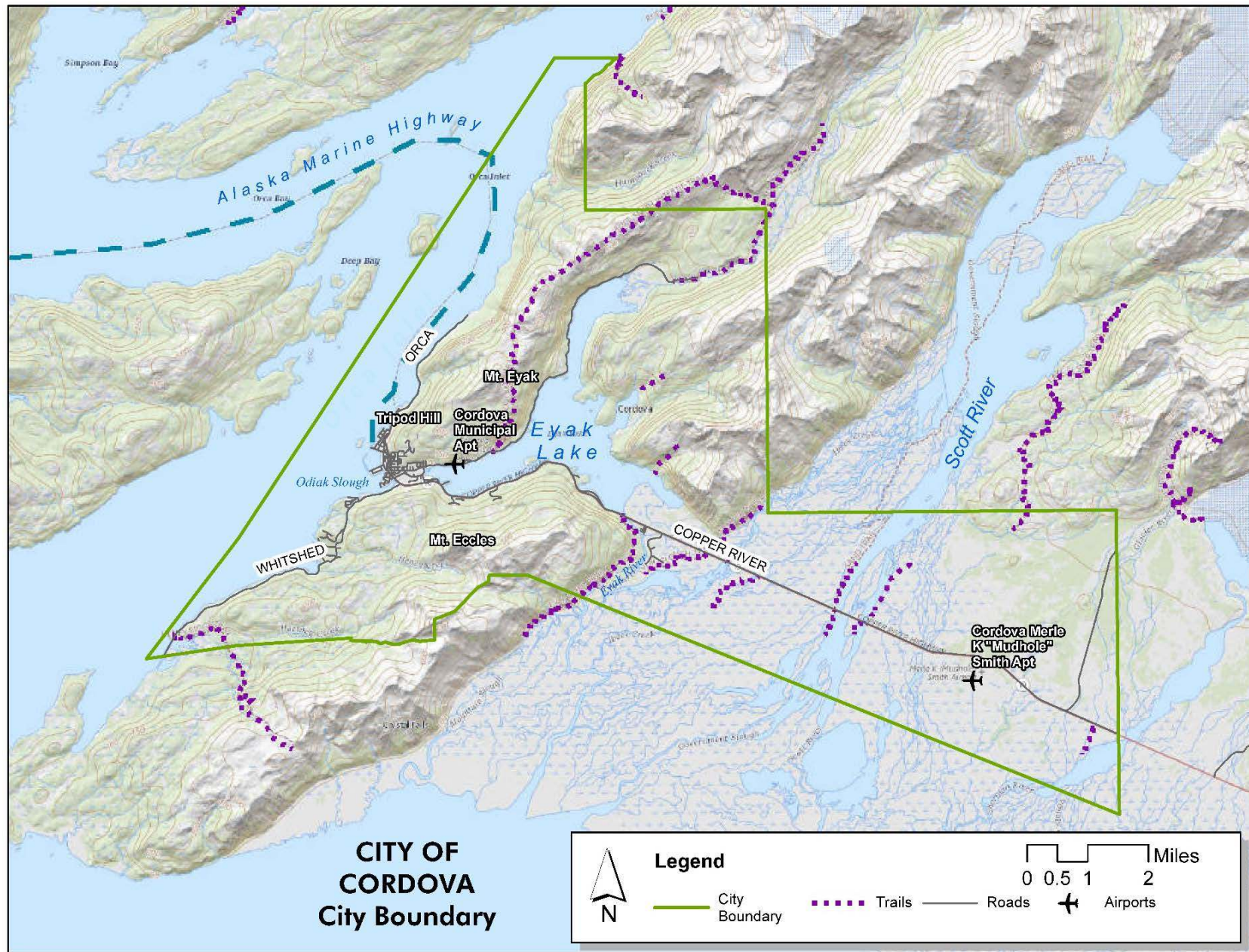
The City of Cordova occupies 75.66 square miles of diverse terrain. As Figure 9 shows, the developed portion of town occupies a small footprint just north of the mouth of Odiak Slough, where the railroad reached tidewater. Today's Copper River Highway travels over the bed of the original rail line.

Eyak Lake divides an arm of the mountains that separates Cordova from the delta and Orca Inlet. The terrain rises rapidly above Eyak Lake and the core of town. The ridge line and peaks south of the lake are named the Heney Mountains, commemorating the engineer who successfully brought the railroad to what became Cordova. To the north rise the rugged ridges, peaks and glaciers of the Chugach Mountains.

The 35-mile Copper River Delta is one the largest and most important coastal wetland areas in Alaska. This broad wetland complex provides a critical stop for millions of migratory birds traveling the Pacific Flyway.² Figure 10 provides a more complete picture of the Copper River Delta, and the mouth of the Copper River. The State of Alaska has designated this area as a Critical Habitat Area. As shown, there are barrier islands running along the delta's coastline. World-famous Copper River salmon are caught by gill netters working the challenging, shallow and unpredictable waters around this set of low lying, sandbar islands.

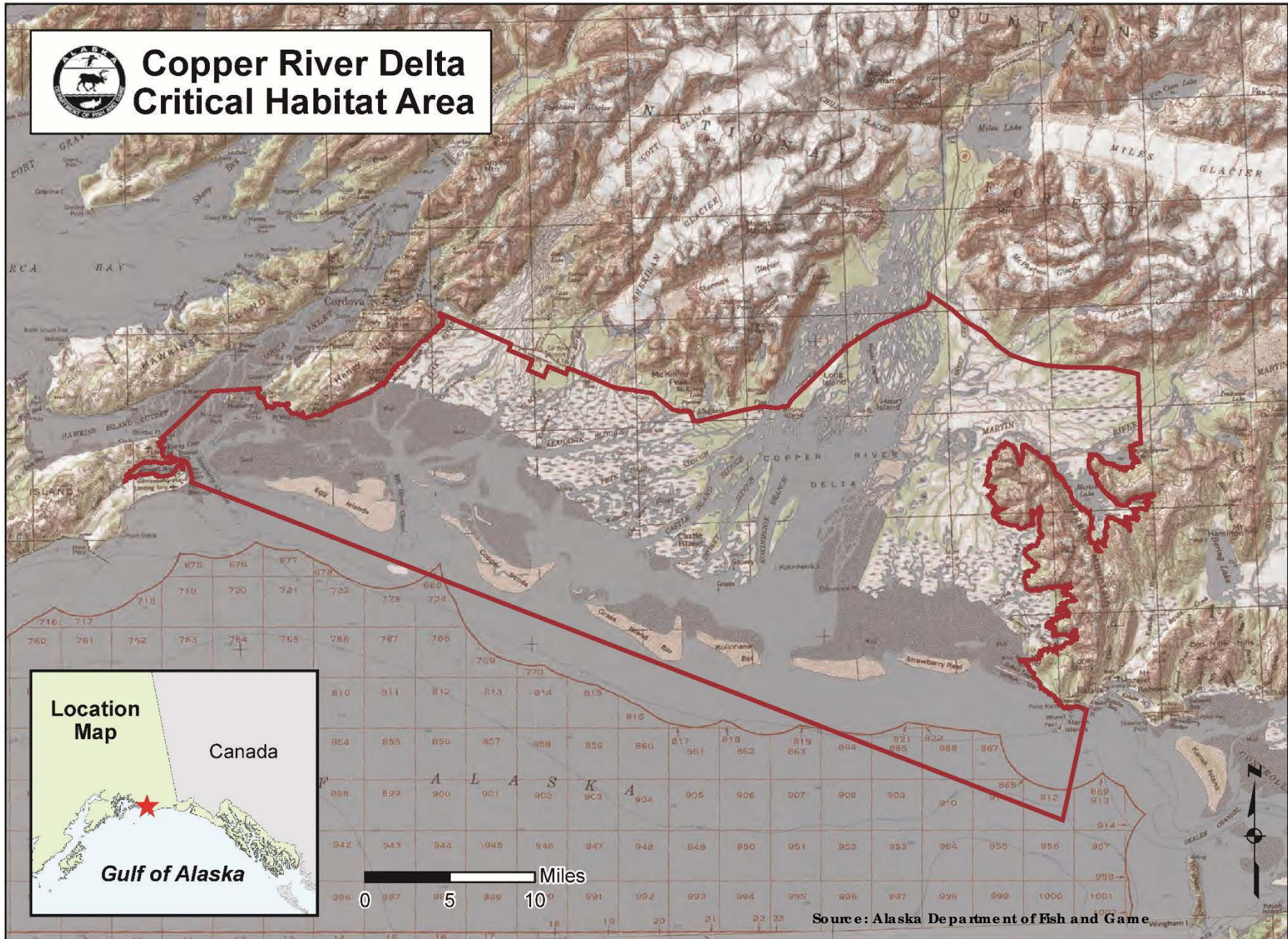
² Alaska Department of Fish and Game: <https://www.adfg.alaska.gov/index.cfm?adfg=copperriverdelta.main>

Figure 9: City of Cordova Boundaries



Produced for the City of Cordova by Agnew::Beck and PDC Engineers, 2019; Data sources: City of Cordova, State of Alaska, USFS

Figure 10: Copper River Delta Critical Habitat Area Boundaries



Land Ownership

Figure 11, Figure 12 and Figure 13 show land ownership in the City of Cordova and adjacent areas. Like many Alaska coastal communities, the supply of private land in Cordova (other than Native Corporation land) is limited. The community is surrounded by public land – primarily federal land of the Chugach National Forest.

Land management decisions by the public and corporate landowners in the area have a significant impact on Cordova's economic and daily life. For example, U.S. Forest Service (USFS) land management policies directly impact options for use of off-highway vehicles, trail construction and maintenance, and areas open or closed to activities such as heli-skiing. Decisions by Eyak Corporation could substantially affect the supply of land open for residential or other uses, and options for recreation and tourism use. For these reasons, it is important to develop partnerships with all owners and coordinate plans for land use, economic development and other topics.

Federal Land

The USFS Chugach National Forest was established in 1907. The forest is divided into three districts, including the Cordova Ranger District, based in Cordova. Most land surrounding the City of Cordova is part of the Chugach National Forest and employs many area residents.

The USFS is currently revising the 2002 Chugach National Forest Land Management Plan following the requirements of the 2012 National Forest System Planning Rule. The process of revising the 2002 plan is nearing a conclusion after a five-plus year process.³ Land is primarily managed for habitat protection and recreation, with tourism and recreation-related uses the only permitted commercial activities.

State of Alaska Land

The State of Alaska is another major public landowner in the area. As shown in Figure 11, state lands are concentrated in three large blocks. Two of these are mountainous areas that provide open space and recreation, where topographic limitations minimize options for other uses. The third is the land supporting the Cordova airport. A state-owned area north of the Copper River Highway across from the airport has potential for various forms of development.

The state's airport-area land is managed by the Alaska Department of Transportation and Public Facilities. Remaining state-owned lands in Cordova are managed by the Alaska Department of Natural Resources (DNR). DNR's Prince William Sound Area Plan provides the framework for managing state lands; the plan was created in 1988 and needs to be updated.⁴

Eyak Corporation Land

Eyak Corporation is the Alaska Native Claims Settlement Act (ANSCA) village corporation for the Cordova area, one of three such village corporations in Prince William Sound. Chugach Corporation is the ANSCA regional corporation. Eyak Corporation is the second largest landholder in the area.

³ For more information, visit the U.S. Forest Service webpage, "Revision of the Land Management Plan for the Chugach National Forest:" <https://www.fs.usda.gov/detail/chugach/landmanagement/planning/?cid=stelprdb5408185>

⁴ View the DNR Prince William Sound Area Plan here: <http://dnr.alaska.gov/mlw/planning/areaplans/prince/>

Like state-owned land, Eyak Corporation land is primarily located on the outskirts of the community. In contrast to state land, portions of Eyak Corporation holdings include lands with physical capability for development. This includes several large, contiguous tracts along Whitshed Road in the Hartney Bay area, and land north of the airport. Eyak Corporation has a general policy of limiting sales of their property and has indicated they intend to hold land in corporate ownership to maintain the integrity of the corporation and protect the area's cultural heritage.

In the past, Eyak Corporation has conducted substantial timber harvests on properties north of the airport. One legacy of those harvests is a set of mostly unmaintained timber access roads crossing through that area. In the past, Eyak Corporation has used a special use permit process to allow shareholders to secure 100-year leases on corporation land. This process has led to the leasing of a few small parcels near the airport and in the Hartney Bay area, for residential purposes. More recently, Eyak Corporation has announced their intention to again open up certain lands to these special use permits.

Exxon Valdez Oil Spill Trustee Habitat Protection Program

In the wake of the 1989 oil spill and subsequent civil settlement, the Exxon Valdez Oil Spill (EVOS) Trustee Council was formed, with the goal of applying \$1 billion in settlement funds to help restore resources impacted by the spill.⁵ About half of these funds went to "habitat protection," the term applied to the purchase of Native Corporation lands that were seen as otherwise having the potential for development. Many of the resulting actions were "less than fee" acquisitions; specified rights were acquired by the state or federal government without the full purchase of the property.⁶

City of Cordova

The City of Cordova is another major landowner in the area. City-owned properties can be broadly placed into two categories:

- Lands designated for public uses like schools, parks or public safety facilities, on relatively accessible, buildable lands interspersed in developed areas.
- Large tracts of undeveloped lands, mostly in locations with limited access and significant physical constraints for development.

The city has a land sales program whereby interested parties can purchase or lease city lands that have been identified as available.⁷ There is a limited supply of city-owned land that is both accessible and with site characteristics that can be affordably developed for residential or other purposes. In addition, some areas on the ownership maps are depicted as being in city ownership but are technically owned by the state. These lands are managed by the city, and the city has the ability to dispose of the land after it is surveyed and conveyed through Alaska's municipal land entitlement program.

⁵ For more information see the Exxon Valdez Oil Spill Restoration Habitat Protection and Acquisition Catalog, available here: http://dnr.alaska.gov/commis/opmp/evos/pdfs/habitat_catalog.pdf

⁶ To see a map of EVOS Trustee Council lands, acquisitions and habitat protections, view page 13 of the Exxon Valdez Oil Spill Restoration Habitat Protection and Acquisition Atlas, available here: http://dnr.alaska.gov/commis/opmp/evos/pdfs/EVOS_atlas_web.pdf

⁷ The City of Cordova offers a website summarizing the status of all city-owned land, including areas currently available for lease or purchase: <https://cityofcordova.net/government/planning/lease-or-purchase-city-land>

Figure 11: Map of Land Ownership (Full City Extent)

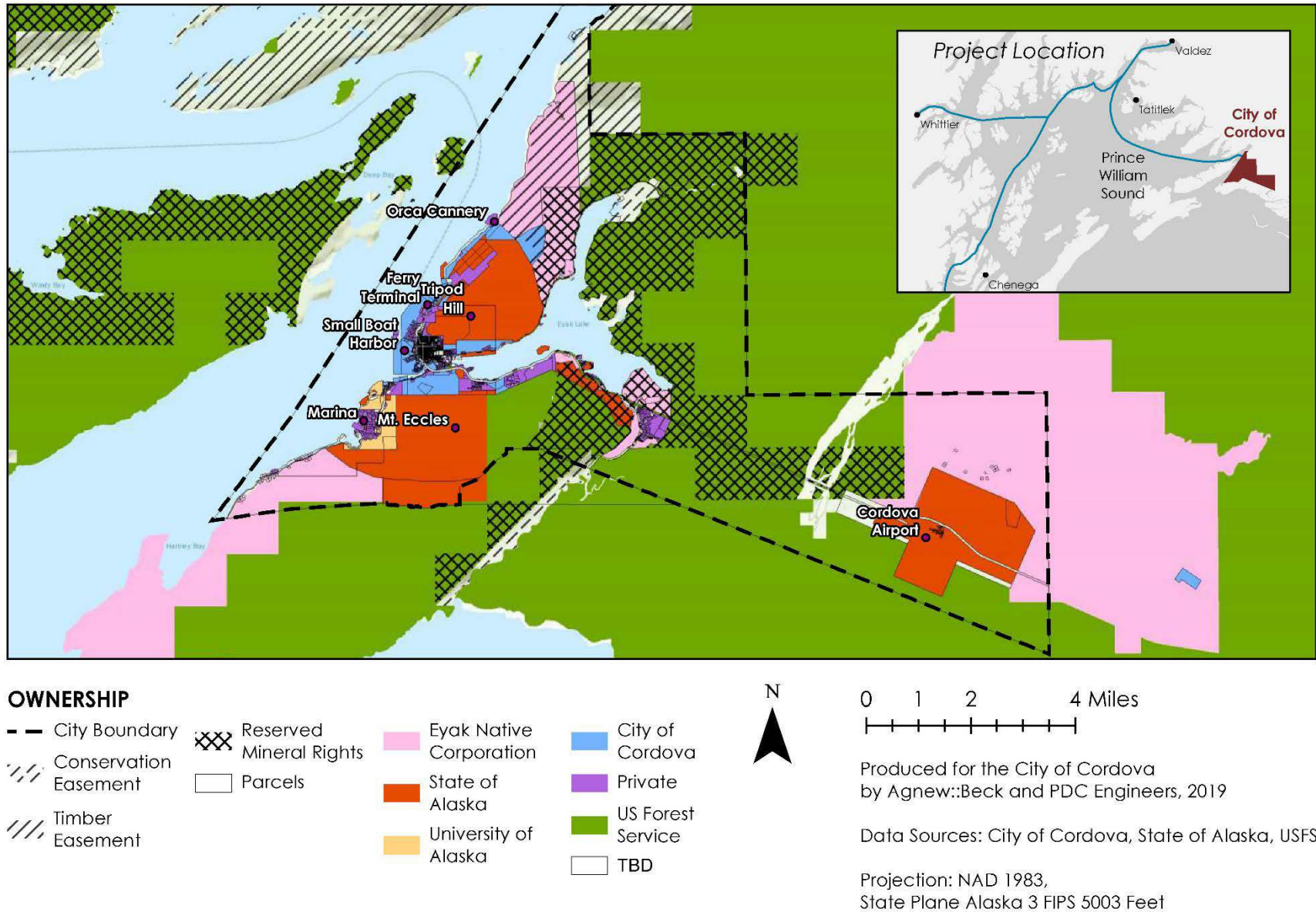
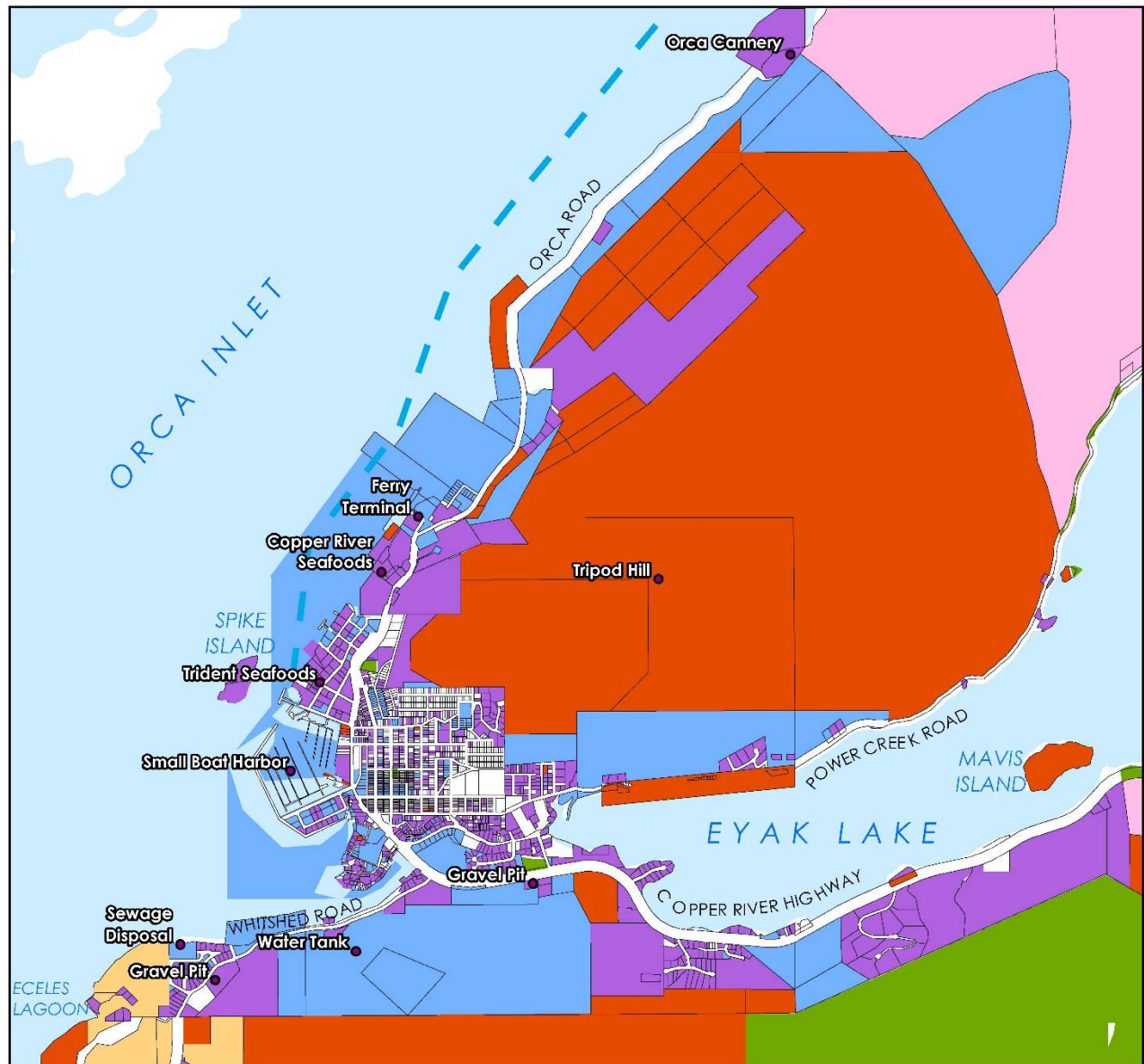


Figure 12: Map of Land Ownership (Local Extent)



Parcels Marine Highway Water

OWNERSHIP

 Eyak Native Corporation	 City of Cordova
 State of Alaska	 Private
 University of Alaska	 US Forest Service

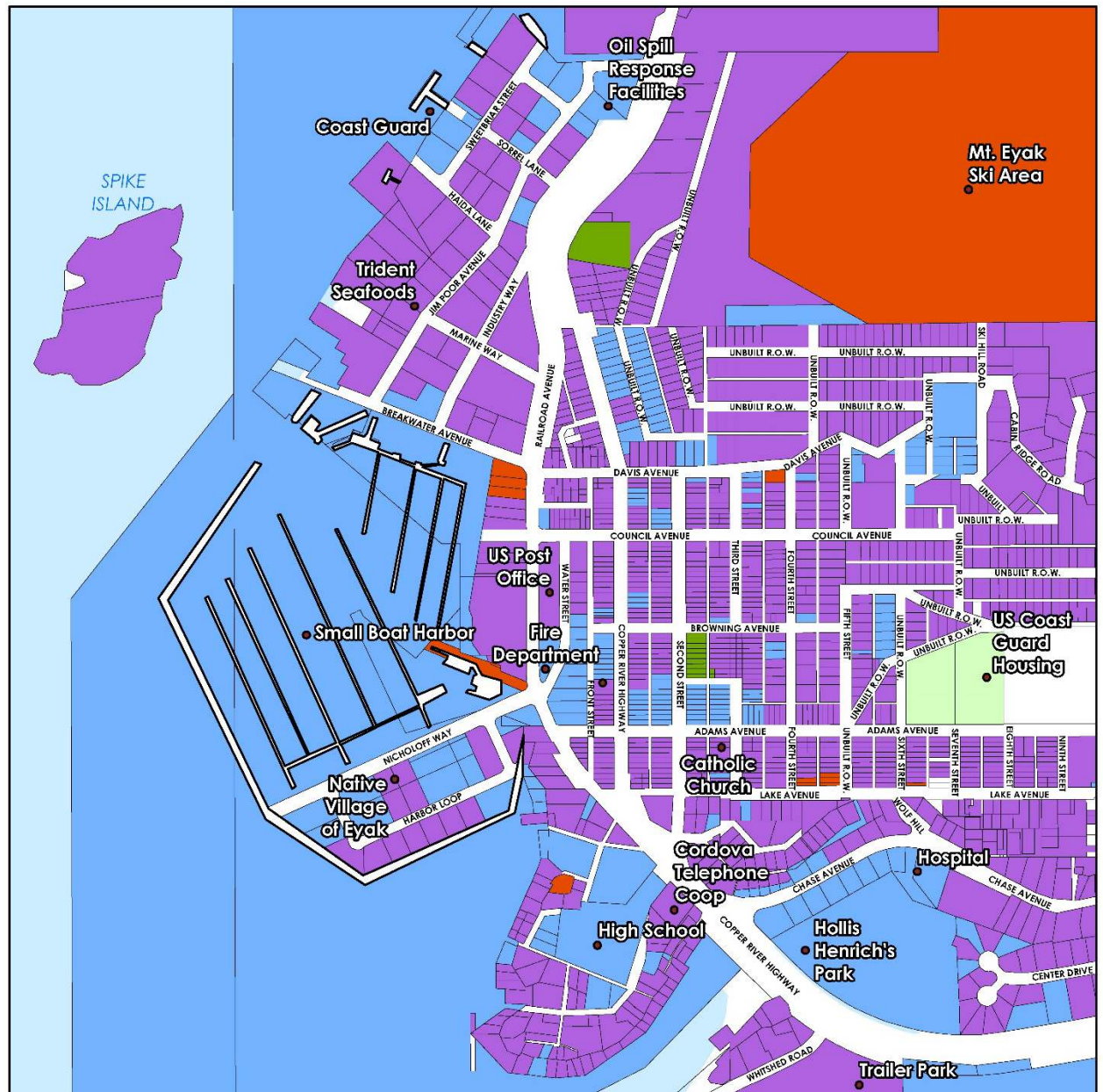
Produced for the City of Cordova
by Agnew::Beck and PDC Engineers, 2019

Data Sources: City of Cordova, State of Alaska, USFS

0 1,500 3,000 6,000 Feet

Projection: NAD 1983,
State Plane Alaska 3 FIPS 5003 Feet

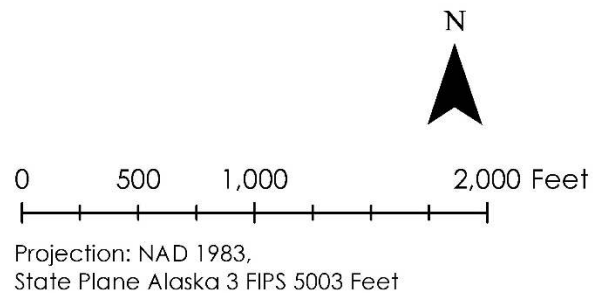
Figure 13: Map of Land Ownership (Core Extent)



OWNERSHIP

US Coast Guard	City of Cordova
Eyak Native Corporation	Private
State of Alaska	US Forest Service
University of Alaska	TBD

Produced for the City of Cordova
by Agnew::Beck and PDC Engineers, 2019
Data Sources: City of Cordova, State of Alaska, USFS

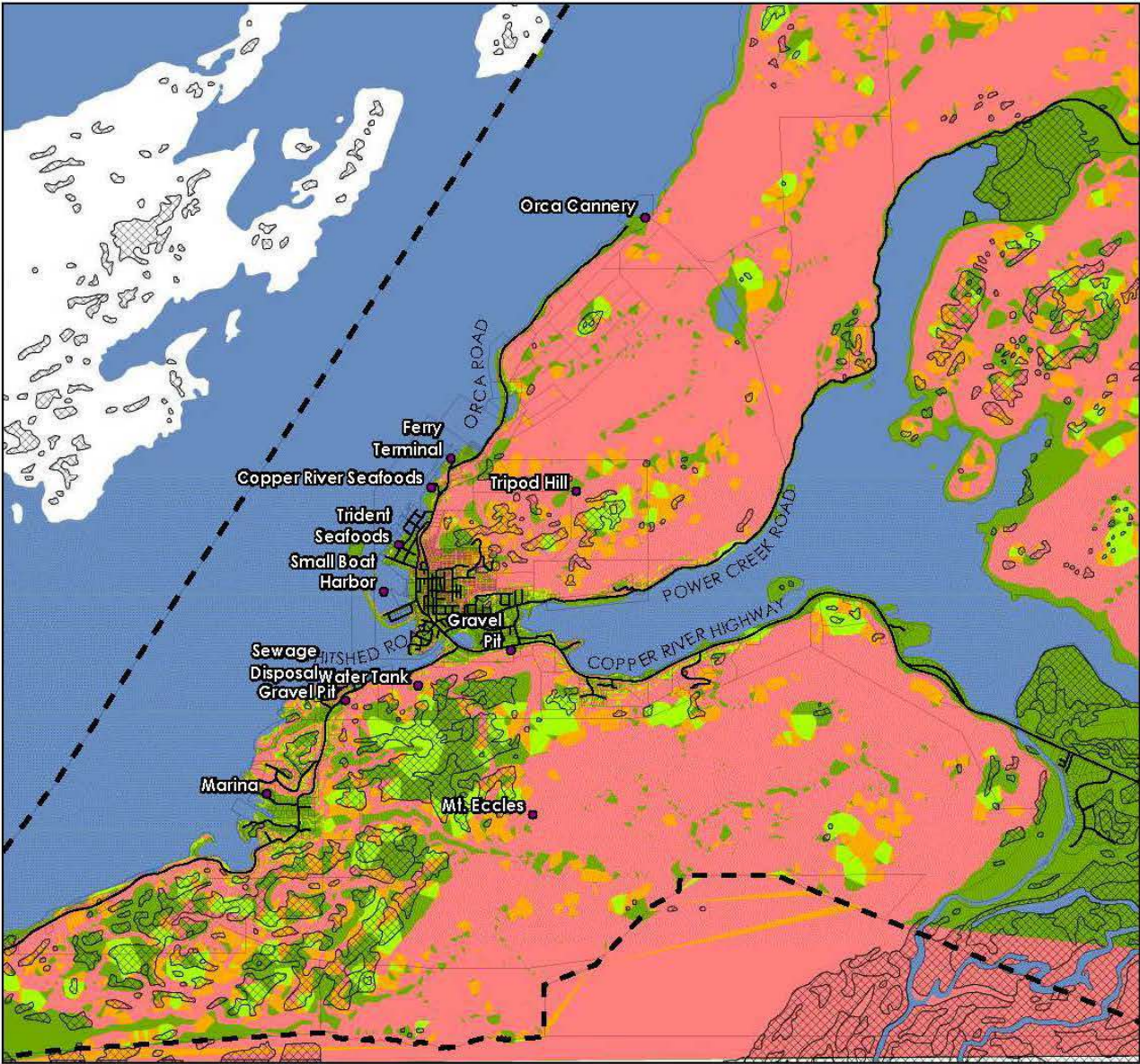


Physical Character – Opportunities and Constraints for Development

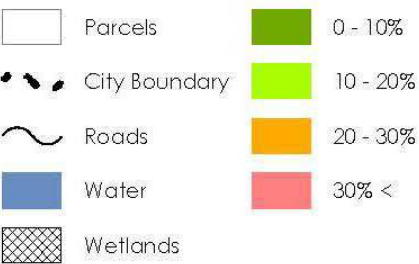
Figure 14, Figure 15, Figure 16 show the range of physical constraints for development in and surrounding Cordova, including the area's topography and wetlands. As the maps show, developable land is limited. The boundary separating where development is currently found and areas that are undeveloped closely corresponds to the point where flatter land ends and steeper slopes begin, regardless of land ownership. Many of the pockets of less steep land in upper elevation areas are perched wetlands. In addition to no road access, many of these areas face physical and regulatory constraints associated with wetlands.

Conditions such as steep slopes or wetlands do not make development impossible but do increase the cost of development. One indicator of this challenge is shown in Figure 19. The original 1908 Cordova townsite plat created residential parcels along the northern side of town, including parcels along the hillside. Many of these properties were sold into private ownership. Despite over one hundred years of opportunities to build, almost none of the steeper parcels have been developed.

Figure 14: Map of Slopes and Wetlands (Local Extent)



SLOPE CONSTRAINTS AND WETLANDS



0 2,500 5,000 10,000 Feet

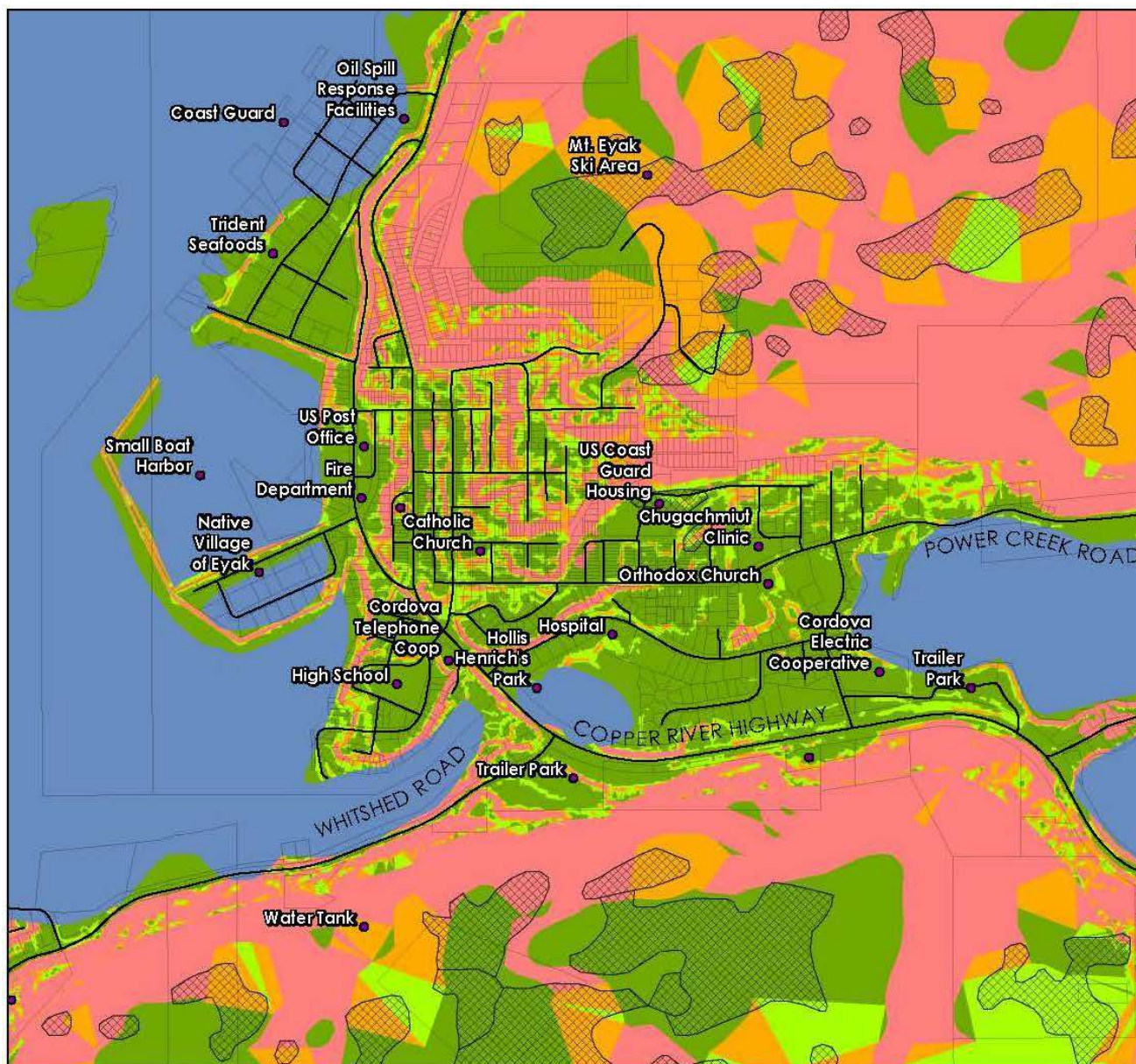
Produced for the City of Cordova
by Agnew::Beck and PDC Engineers, 2019

Data Sources: City of Cordova, State of Alaska, USFS

Projection: NAD 1983,
State Plane Alaska 3 FIPS 5003 Feet

Note: this map is based on older topographic data and does not accurately depict South Fill, North Fill or the Breakwater Fill lots. These areas are not visible on the map.

Figure 15: Map of Slope and Wetlands (Core Extent)



SLOPE CONSTRAINTS AND WETLANDS



0 500 1,000 2,000 Feet

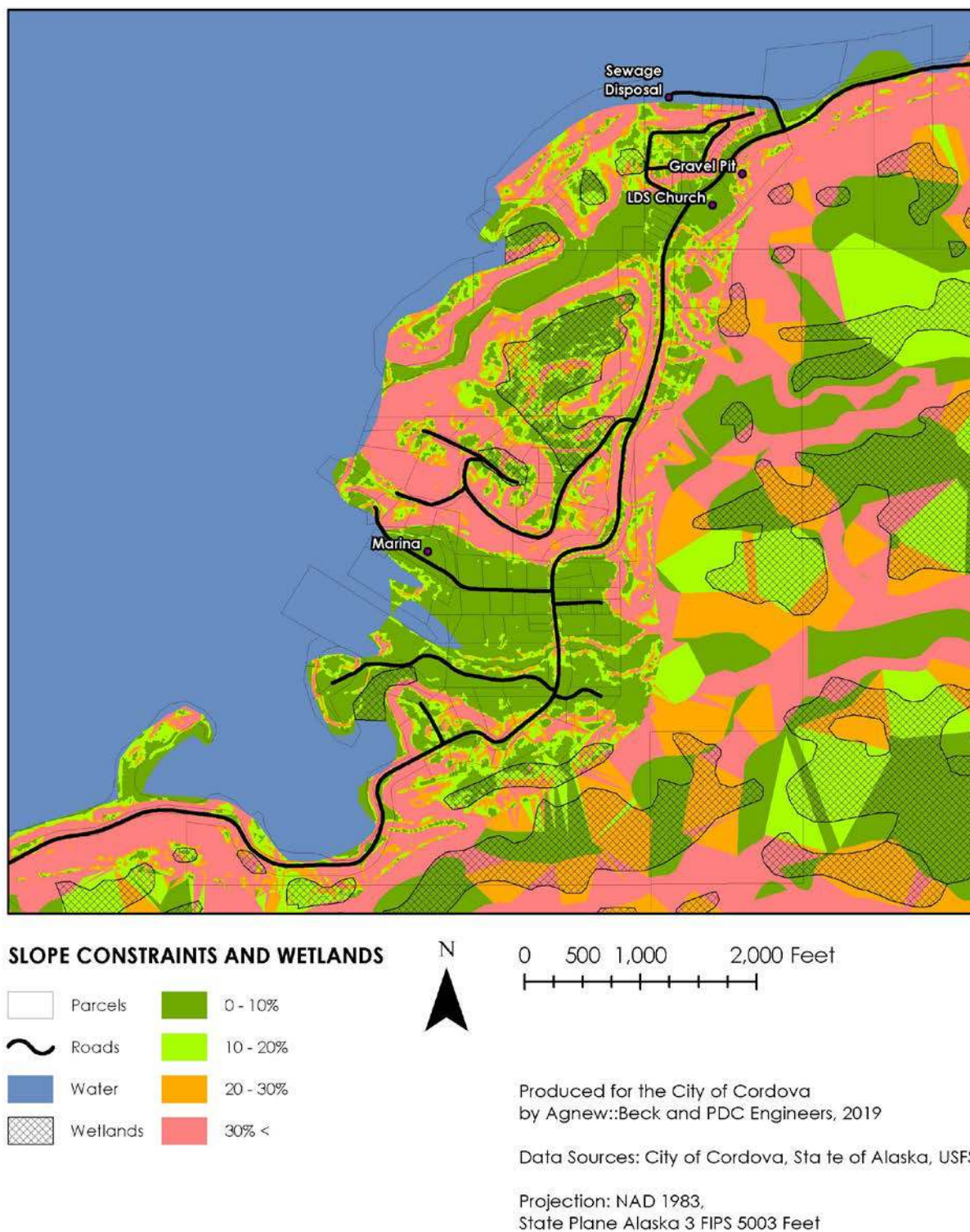
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Data Sources: City of Cordova, State of Alaska, USFS

Projection: NAD 1983,
State Plane Alaska 3 FIPS 5003 Feet

Note: this map is based on older topographic data and does not accurately depict South Fill, North Fill or the Breakwater Fill lots. These areas are not visible on the map.

Figure 16: Map of Slope and Wetlands (Three Mile Bay)



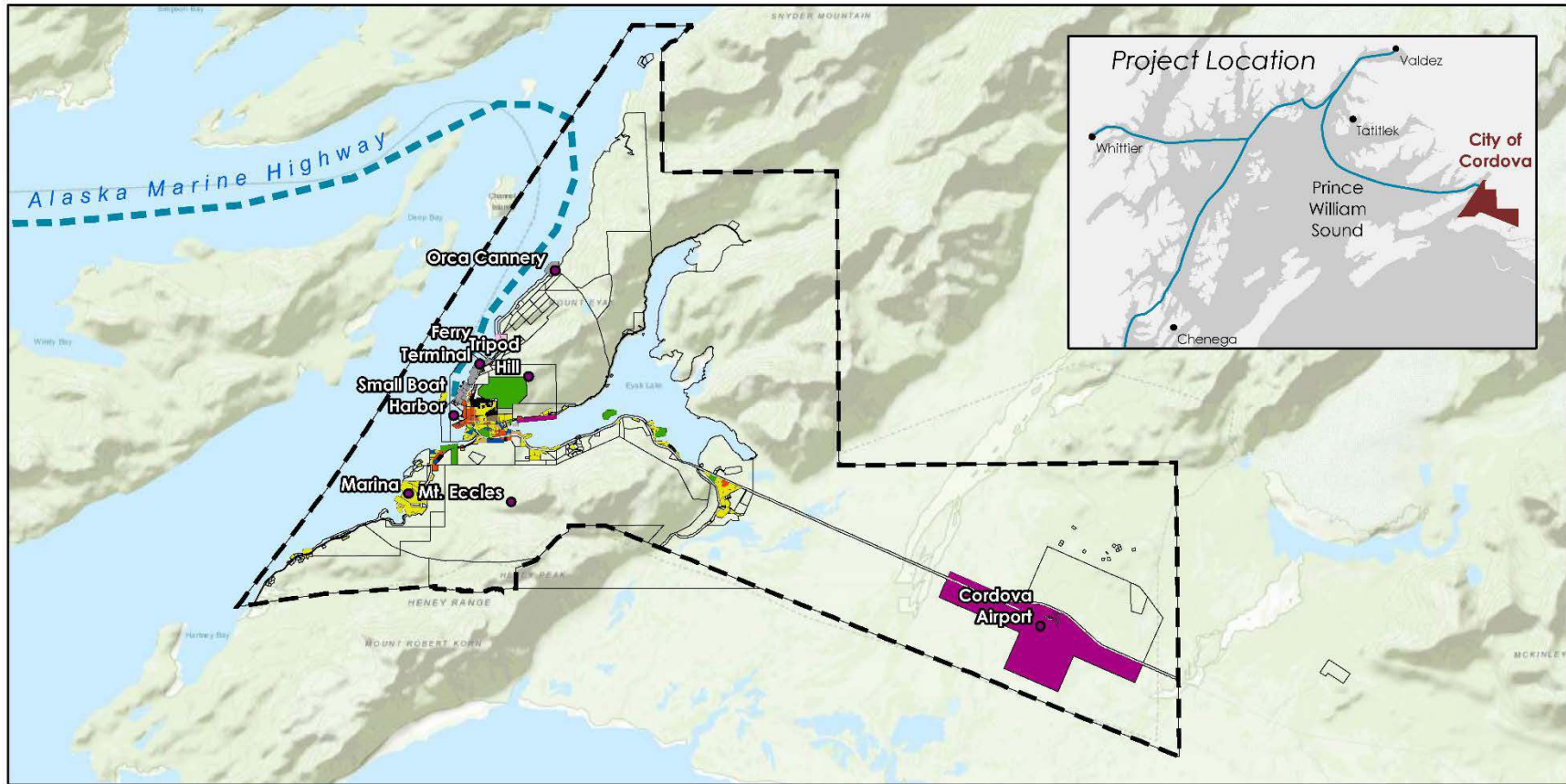
Land Use Today

Figure 17, Figure 18, and Figure 19 show current land use in the City of Cordova.⁸ Major types and locations of uses are summarized below:

- **Residential** – Most residential uses are concentrated on lots in the original Cordova townsite. Blocks are laid out in grid with relatively small lot sizes, typically under a quarter acre. Cordova’s multifamily dwelling units are generally concentrated in the southern/southeastern portion of this downtown residential district. Smaller numbers of residences are located farther from the center of town, including:
 - Out Whitshed Road and into the 3 Mile and Hartney Bay area
 - Along the western shores of Eyak Lake
 - In the Six-Mile area, south of Copper River Highway
- **Commercial** – these uses are concentrated on streets and lots within the original townsite, primarily on First (Main) and Second Street. Cordova’s businesses cover most basic needs, including groceries, hardware, drug store, coffee, banking and personal services. Visitor/hospitality services include hotels and restaurants, also concentrated in the core townsite. A few commercial services are located a short distance out of this core area, most notably on both sides of the harbor.
- **Industrial** – Industrial uses concentrate along the ocean edge, adjoining and just north of the harbor, and extending up to the ferry terminal. Most of these uses are linked to commercial fishing and related maritime activities.
- **Public Services and Facilities** – A diverse range of public and non-profit uses operate in Cordova. Most are clustered in and around the center of Cordova’s residential and commercial districts, except for transportation facilities such as the airport, the Eyak Lake airstrip and the ferry terminal.
- **Recreation and Open Space** – most land within city boundaries is undeveloped. Select portions of this area receive recreational use where trails provide access. The ocean, lakes and rivers receive regular recreational use and in season, for commercial, subsistence and sport hunting and fishing.

⁸The City of Cordova does not keep detailed, parcel-by parcel land use records. The maps were generated through an interpretation of aerial photos and city tax assessor records. These maps are intended to provide a broad picture of land use in Cordova and likely contain minor inaccuracies and omissions at the parcel level.

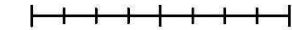
Figure 17: Map of Current Land Use (Full City Extent)



EXISTING LAND USE



0 1 2 4 Miles



N

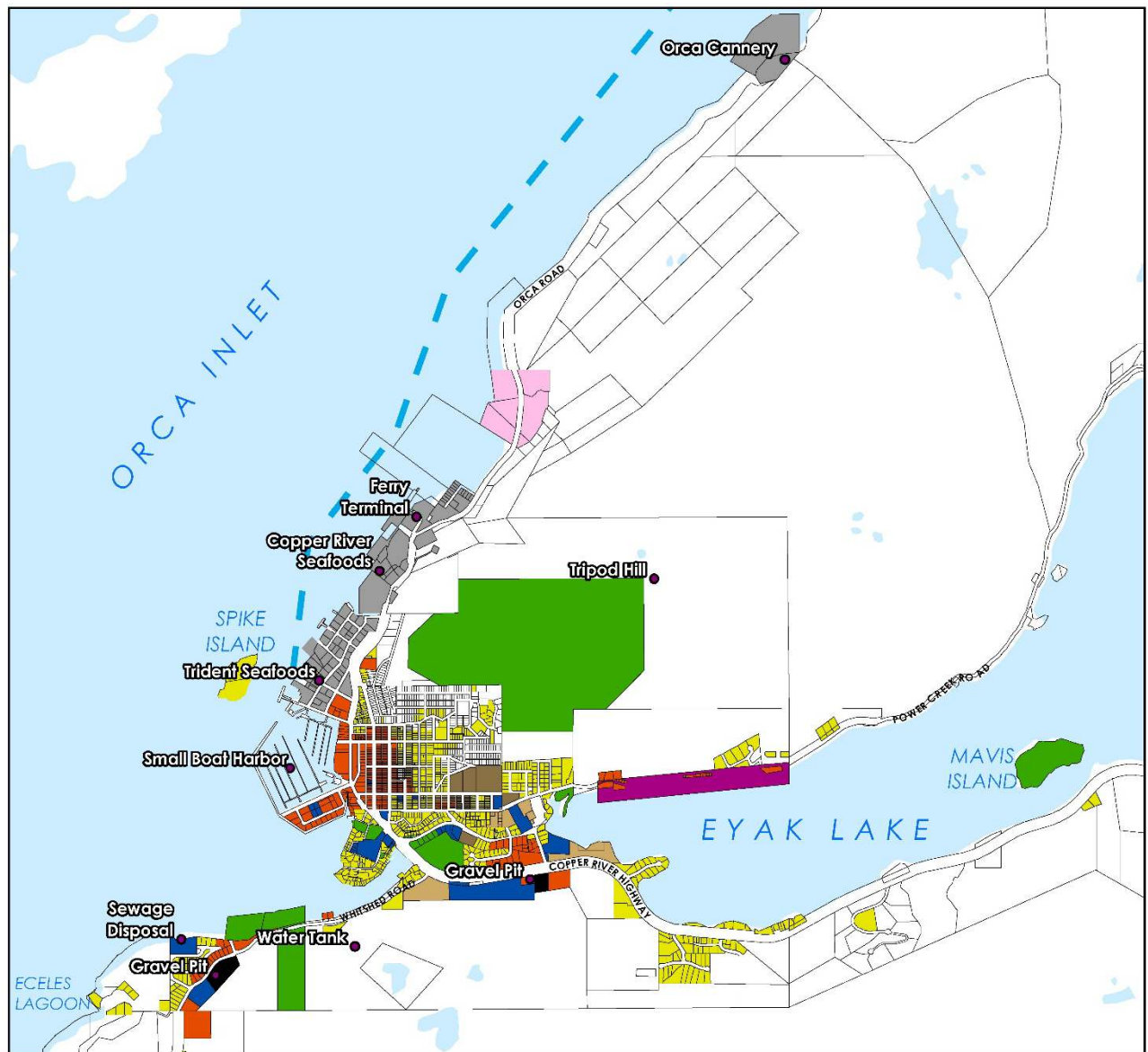


Produced for the City of Cordova
by Agnew::Beck and PDC Engineers, 2019

Data Sources: City of Cordova, State of Alaska, USFS

Projection: NAD 1983,
State Plane Alaska 3 FIPS 5003 Feet

Figure 18: Map of Current Land Use (Local Extent)



Parcels Marine Highway Water

EXISTING LAND USE

SINGLE-FAMILY RESIDENTIAL	COMMERCIAL	TRANSPORTATION
MULTI-FAMILY RESIDENTIAL	INDUSTRIAL	CONSERVATION
MANUFACTURED HOUSING	INSTITUTIONAL	EXTRACTIVE
	PARK AND OPEN SPACE	UNDEVELOPED LAND



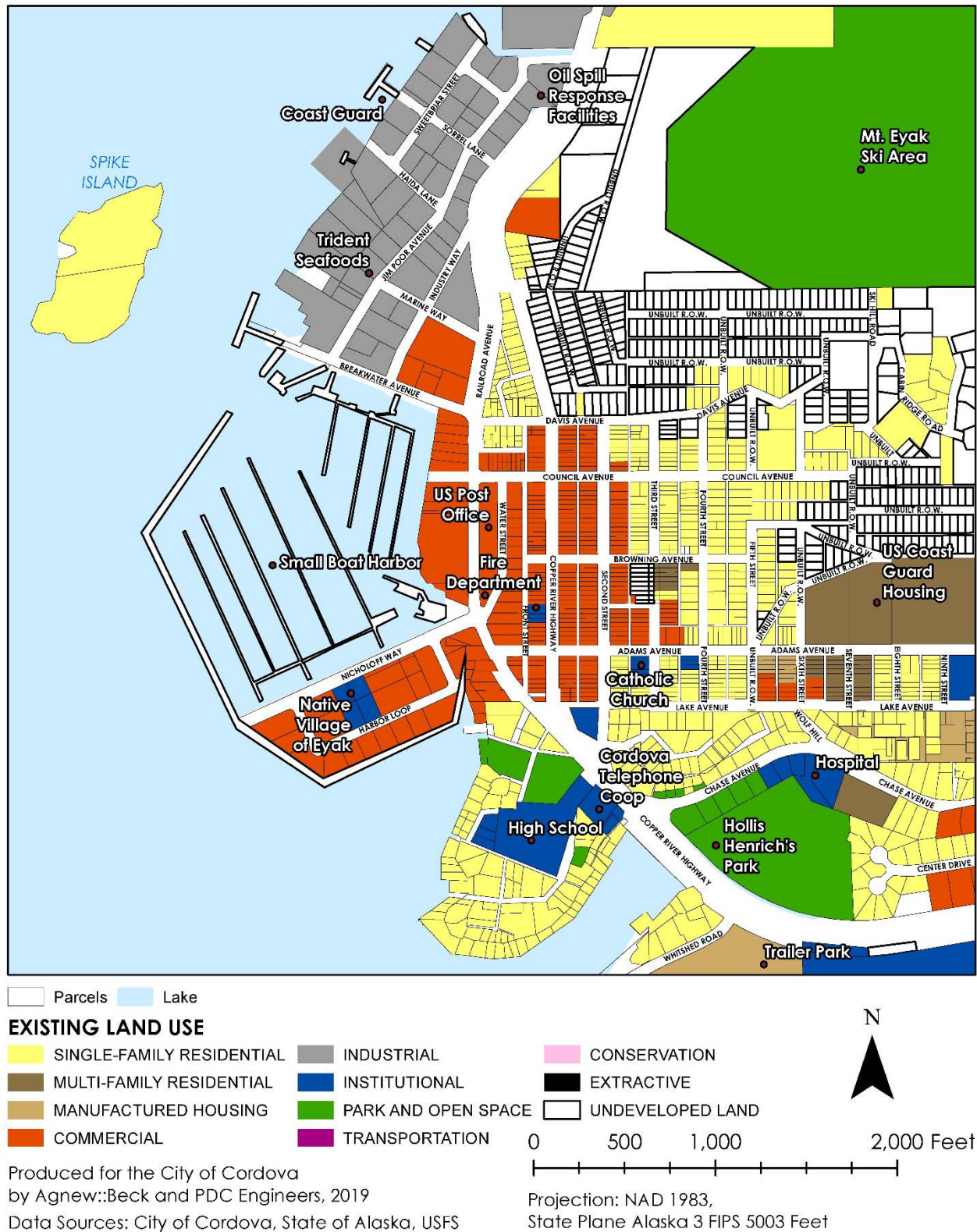
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Data Sources: City of Cordova, State of Alaska, USFS

Projection: NAD 1983,
State Plane Alaska 3 FIPS 5003 Feet

Figure 19: Map of Current Land Use (Core Extent)



Existing Zoning

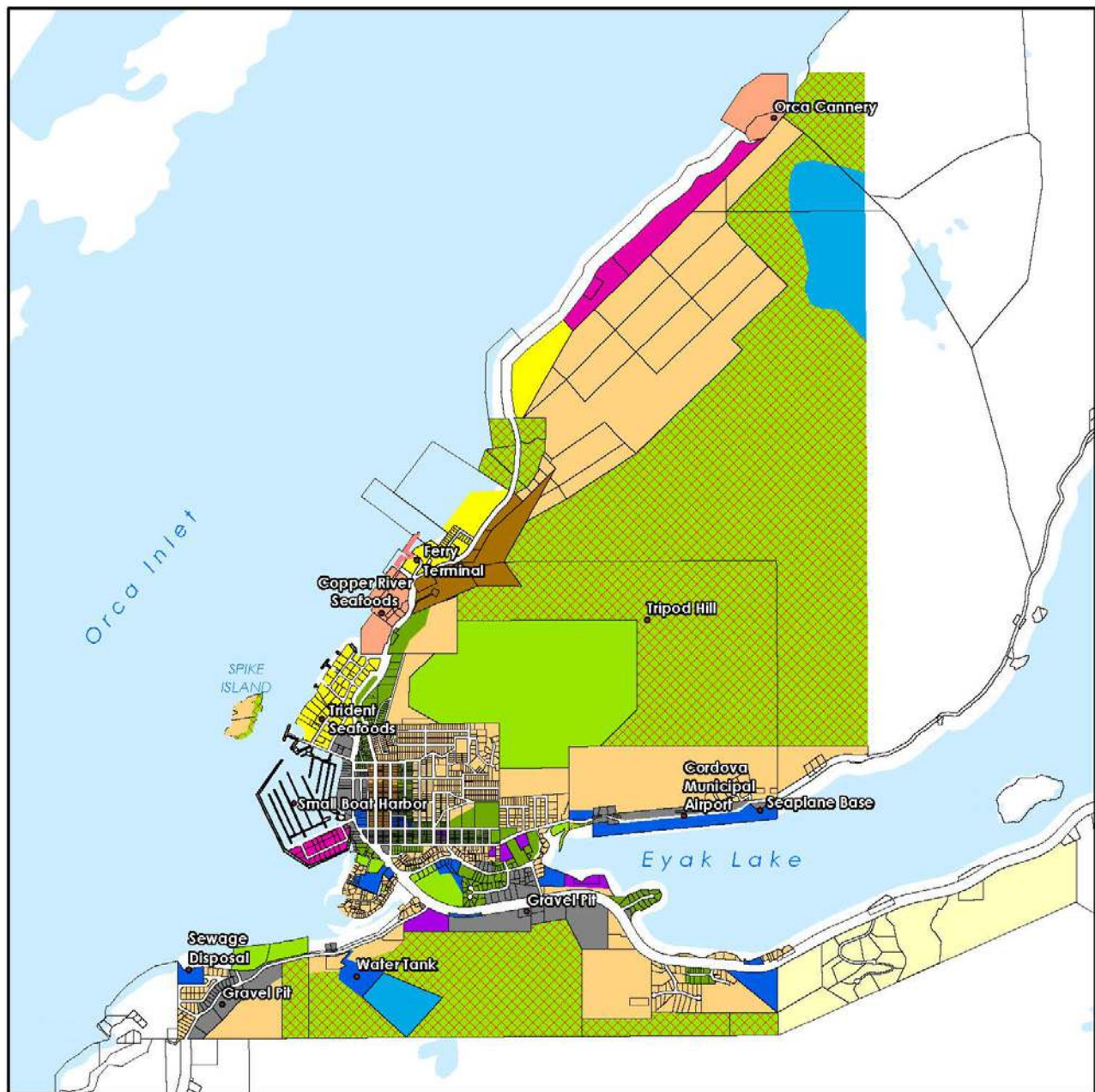
Figure 20 and Figure 21 show current zoning in Cordova.⁹ The City of Cordova has a long-established zoning code, presented in Chapter 18 of the city's municipal code. The code establishes basic rules for uses in each of these zones, including permitted uses, building height limits, lot area and guidelines on front, rear and side lots.

As the maps show, there is a correlation between existing and allowed uses under the zoning code. For example, the low-density residence district is largely used for single family and duplex housing; areas zoned waterfront commercial are currently primarily used for commercial waterfront activities.

While the current zoning code offers the benefit of simplicity, it has several inconsistencies, dated material and omissions that should be addressed. In addition to the policy recommendations in the core plan, this appendix offers specific areas where revisions to the city's zoning code would better guide land use and growth to meet community needs.

⁹ White areas and land not shown on zoning maps – the southern, northern and eastern portions of the city and majority of the area inside city boundaries – is in the “Unrestricted District.” No restrictions on use are applied in these areas.

Figure 20: Current Zoning (Local Extent)



ZONING DISTRICTS

Business	Industrial	Public Lands and Institutions
Central Business	Low Density Residential	Parks and Open Space
Waterfront Commercial Park	Medium Density	Watershed Protection
Waterfront Industrial	Rural Residential	Conservation
Waterfront Historic	Planned Mobile Home	

Produced for the City of Cordova
by Agnew::Beck and PDC Engineers, 2019
Data Sources: City of Cordova, State of Alaska, USFS

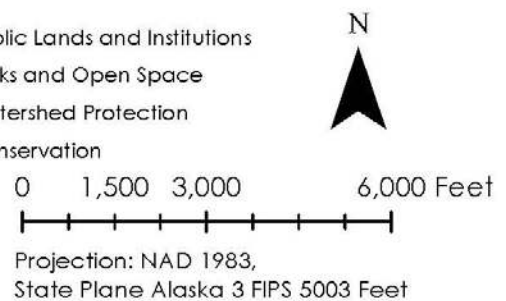
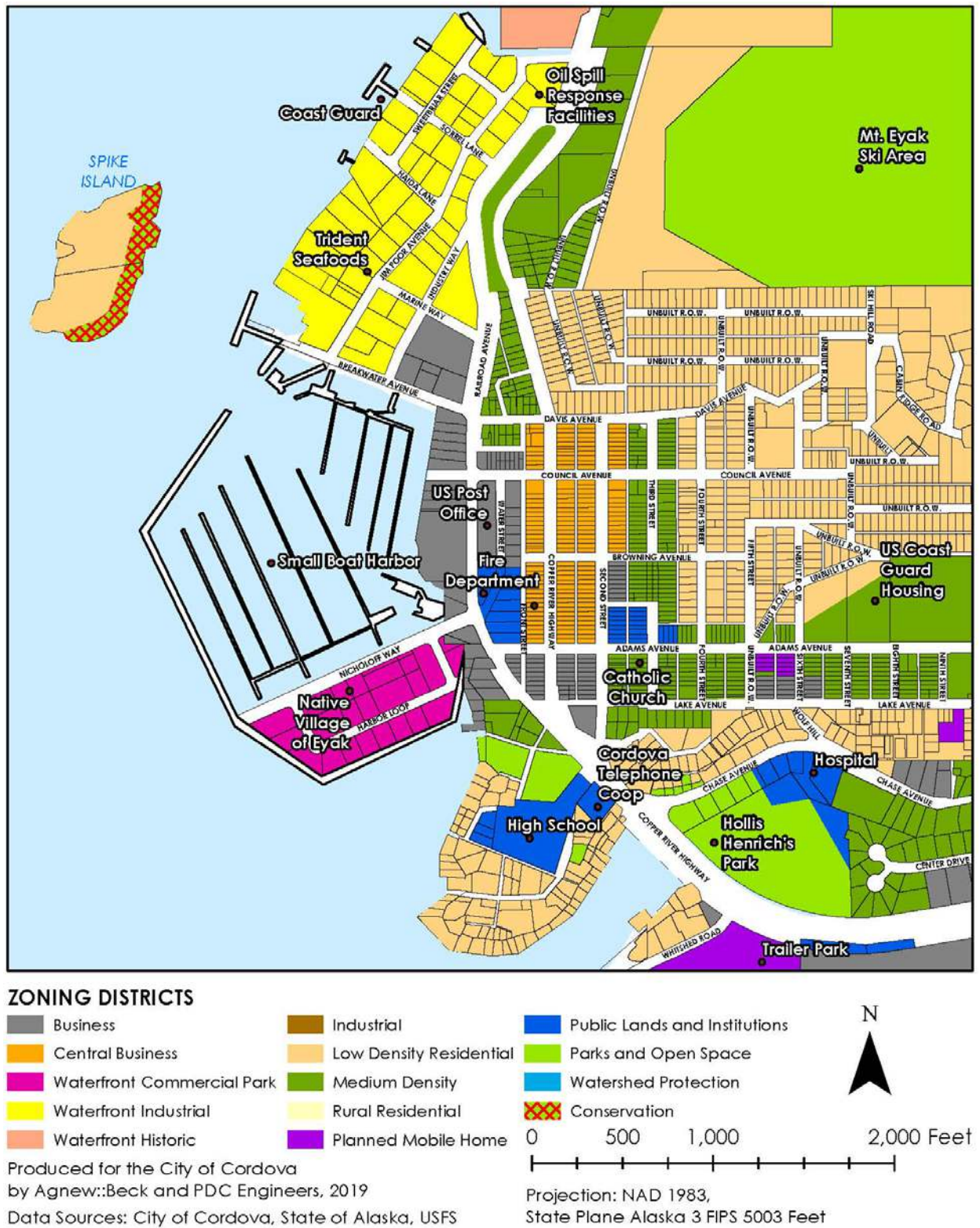


Figure 21: Current Zoning (Core Extent)



Additional Details and Example Actions to Implement Plan Strategies

This section shares background and suggestions to implement land use strategies in the plan. The strategies and example action items referenced here match the numbers and letters in the main body of the plan.

Strategy #1: *Implement a future land use map that guides future decisions about land use and growth.*

No details or background information added.

Strategy #2: *Update and improve the city's Title 18 zoning and Title 17 subdivision codes to better respond to existing and future issues and opportunities.*

Specific implementation suggestions for "action b" include:

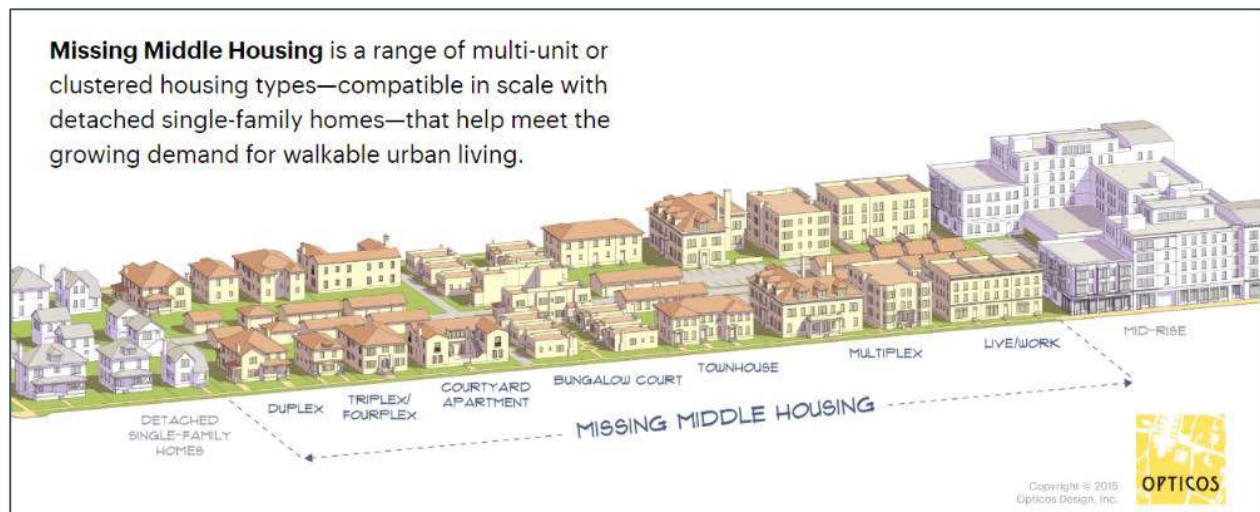
Modify the city code to require a conditional use process in areas currently in the Unrestricted District. This change would ensure certain uses with the potential for substantial off-site impacts would be required to go through a Planning Commission and public review process. Examples uses include:

- Commercial gravel operations over a specified size
- Industrial activities
- Large scale subdivisions
- Large scale tourism accommodations

Additional background information on this strategy:

The term "affordable housing" is used broadly in this strategy and refers to housing that is within the reach of people with modest incomes. This could include younger first-time home buyers, older people on fixed incomes or others who want to live in Cordova, but whose incomes make it difficult to rent or buy a home. While "affordable housing" could include housing that is subsidized at below market rates, in Cordova the general goal is lower cost, market rate housing.

Communities around the U.S. are focusing on "missing middle housing," the term used for providing type of housing that is most needed in many communities. The specific objective is to promote housing at densities between single family attached and high-density apartments. As the following diagram shows, this refers to a range of types of housing, from duplexes and triplexes, through bungalow courts, cottage housing, and townhouse.



Source: Opticos Design, “Missing Middle Housing.” More information at <http://missingmiddlehousing.com/>

This approach builds on two foundations. First, it responds to the realities of the market place and changing demographics.¹⁰ Today, traditional single-family homes are not affordable or otherwise do not meet the needs of many households, households that more likely than in the past to be single parents, unmarried adults and single seniors. The second foundation addresses the need to find a way to construct new more affordable and higher density forms of housing, but in ways that are compatible with traditional single-family settings. The implication and the growing practice around the country is to adjust zoning codes to focus more on the design standards that produce quality housing, including aesthetically compatible developments, than on the metric of units per acre.

Strategy #3: *Update local zoning maps to better align with the future land use map, using the established public review process.*

No details or background information added.

Strategy #4: *Work with private landowners to explore options to expand the supply of land available for residential development.*

No details or background information added.

Strategy #5: *Develop and apply land use policy tools to promote economic development priorities.*

Specific implementation suggestions for “action d” include:

- Develop a detailed plan with priorities for redevelopment, circulation and land use in the Cordova Core area.
 - Establish explicit city policies and incentives for redevelopment of projects that bring important public benefits and would not otherwise be possible.
 - Identify a specific area where these incentives are available to all properties, focused on First Street (Main Street).
 - Identify and invest in public infrastructure that can promote redevelopment, with a focus on circulation issues, including reducing congestion at the boat launch, and

¹⁰ AARP Livable Communities, “Bring Back Missing Middle Housing,” Available here: <https://www.aarp.org/livable-communities/housing/info-2019/bring-back-missing-middle-housing.html>

providing a safe pedestrian linkage from Main Street to the harbor and continuing to the breakwater.

Strategy #6: Maintain the quality of Cordova's natural environment.

Specific implementation suggestions for "action c" include:

- Stormwater management - identify opportunities to incorporate green infrastructure filtration into stormwater discharge channels to filter stormwater runoff entering salmon habitat waterbodies. Integrate stormwater filtration and snow/sediment storage best management practices into municipal building code and street maintenance practices.
- Small spills - establish clear procedures for notification of and response to small fuel spills (e.g., home heating tank leak or fuel tank disturbance from flooding, earthquake).
- Stream setbacks - establish a standard setback from documented salmon habitat waterbodies in Cordova municipal code to protect water quality by allowing for vegetative buffers along streams and lakes.
- Invasive plant management - promote best practices for managing invasive plants on public and private lands.

Strategy #7: Establish incentives to encourage property owners to clean up lots and reduce junk yards.

No details or background information added.

Strategy #8: Encourage property owners to learn about the historic significance of lands and buildings and, as appropriate, work with the Cordova Historic Preservation Commission to recognize and preserve cultural resources.

No details or background information added.

Appendix 5: Housing Background

Housing: What Exists Today

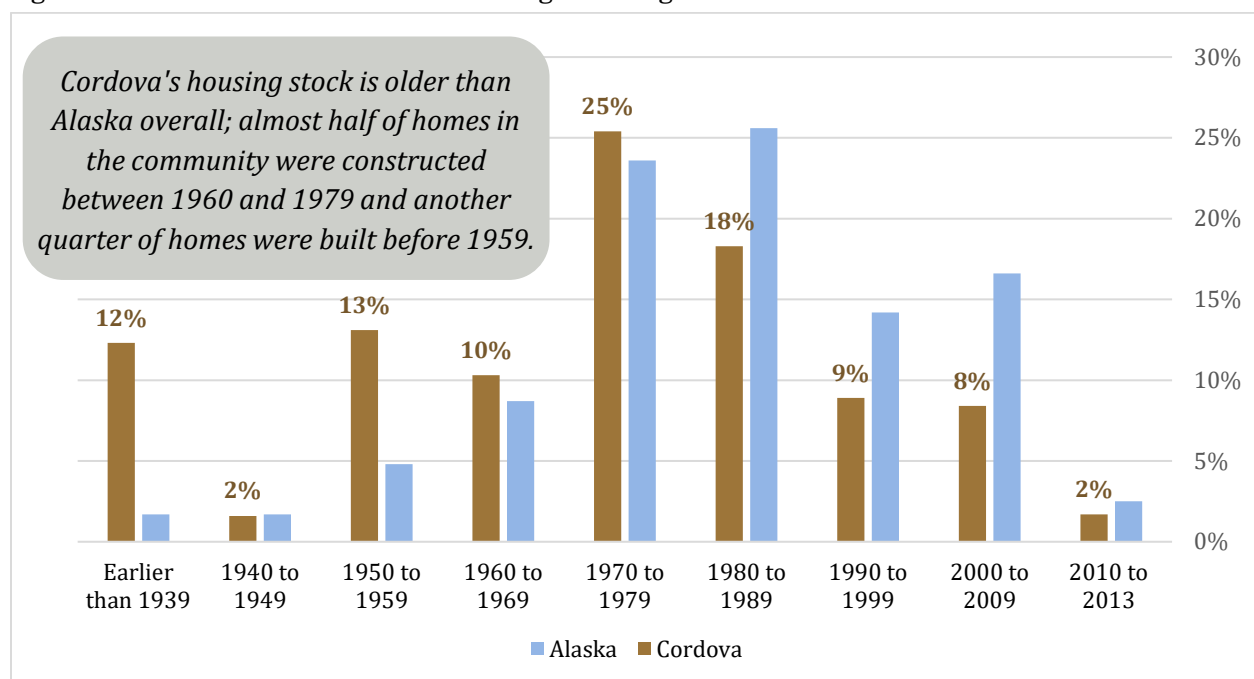
Figure 22: Housing Summary for Cordova and Comparable Coastal Communities

	Alaska	Cordova	Dillingham	Valdez	Wrangell
Total Units	313,937	1,215	1,039	1,446	1,466
Occupied	252,536	1,034	751	1,159	1,084
Vacant	61,401	81	288	287	382
Homeowner Vacancy Rate	1.8%	0.1%	1.6%	2.4%	0.3%
Rental Vacancy Rate	6.5%	12.4%	8.9%	19.1%	10.0%

Cordova has 1,215 housing units. Cordova has a low homeowner vacancy rate. The rental vacancy rate is higher than the statewide average but like other coastal communities.

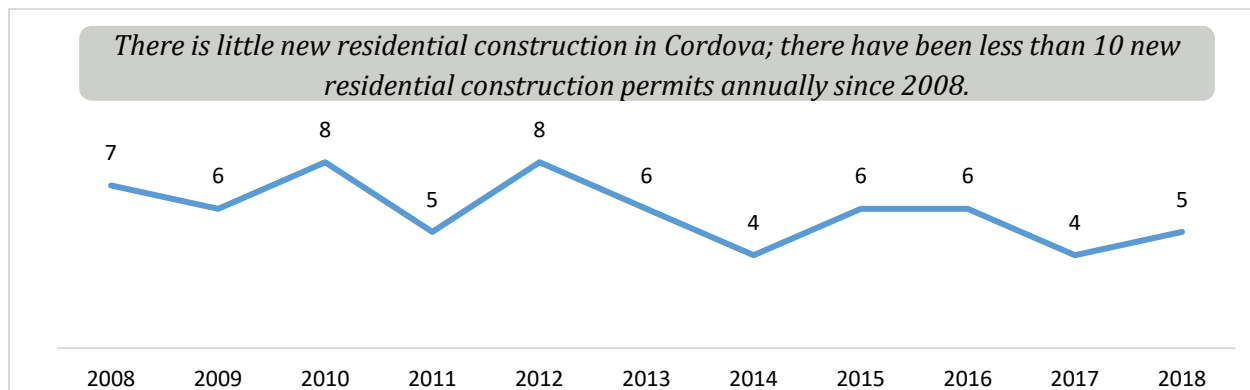
Source: American Community Survey Five-Year Estimates, 2013-2017

Figure 23: Construction Date of Existing Housing Stock in Cordova and Alaska



Source: American Community Survey Five-Year Estimates, 2013-2017

Figure 24: New Residential Construction in Cordova: Number of Permits by Year



Source: City of Cordova

Figure 25: Housing Finances and Cost-Burdened Households in Cordova and Comparable Coastal Communities

Cordova homes are valued higher than statewide and comparable community estimates; this is likely due to limited supply, high demand and the high cost of new residential construction.

	Alaska	Cordova	Dillingham	Valdez	Wrangell
Median Home Value	\$261,900	\$319,500	\$254,900	\$201,600	\$194,000
Homeowners spending 30% or more of income on mortgage	27.7%	15.3%	23.5%	21.6%	29.5%
Renters spending more than 30% of income on rent	45.6%	13.9%	32.9%	55.7%	45.8%

Source: American Community Survey Five-Year Estimates, 2013-2017

Cordova residents are less cost burdened by housing costs, likely due to the community's above-average incomes.

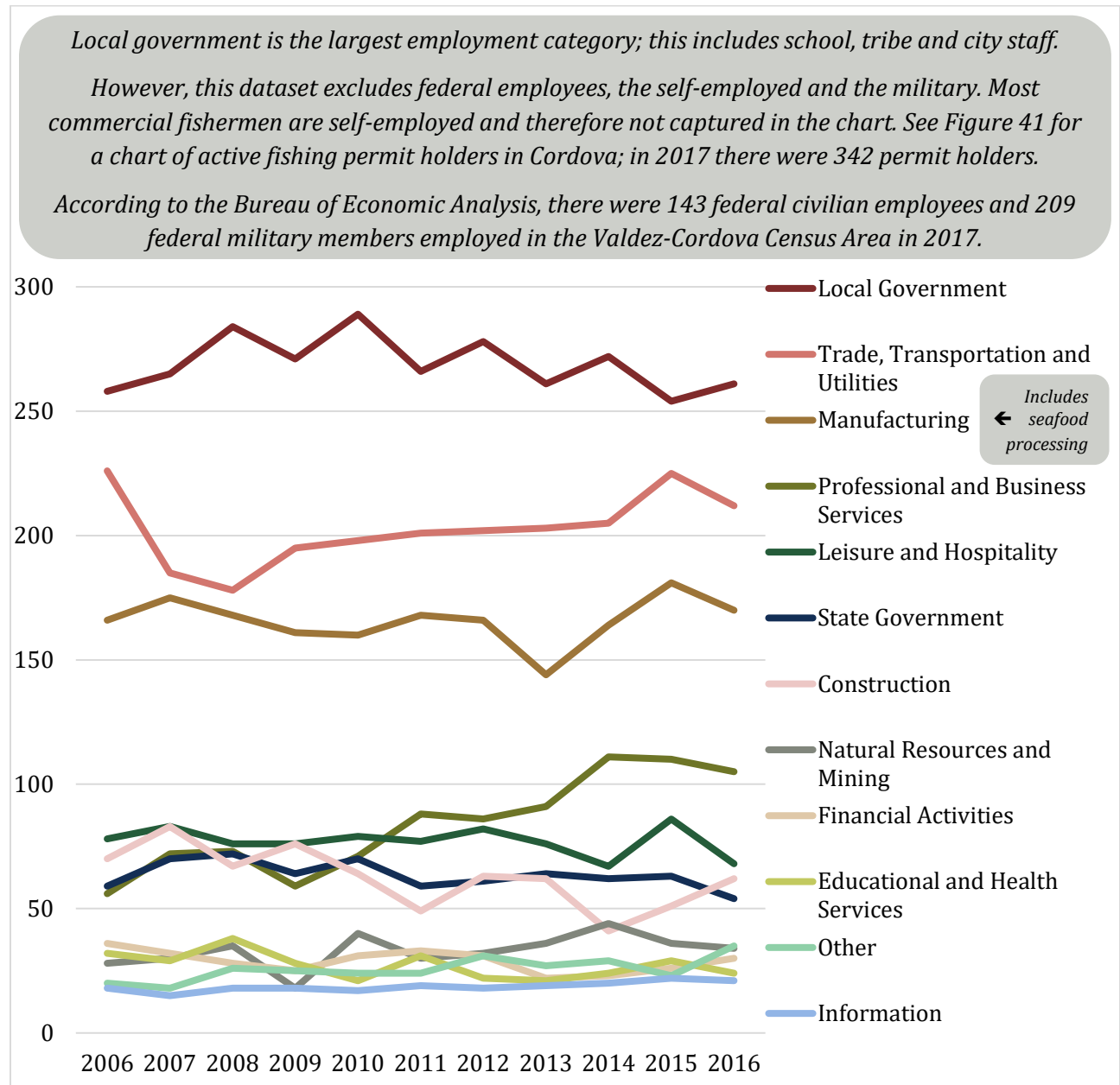
There are two subsidized housing options in Cordova, both with income-based eligibility requirements: Mews Apartments and Sunset View. North Pacific Rim Housing Authority also offers housing assistance for Alaska Native residents living in the area.

Appendix 6: Economic Development Background

Economic Development: What Exists Today

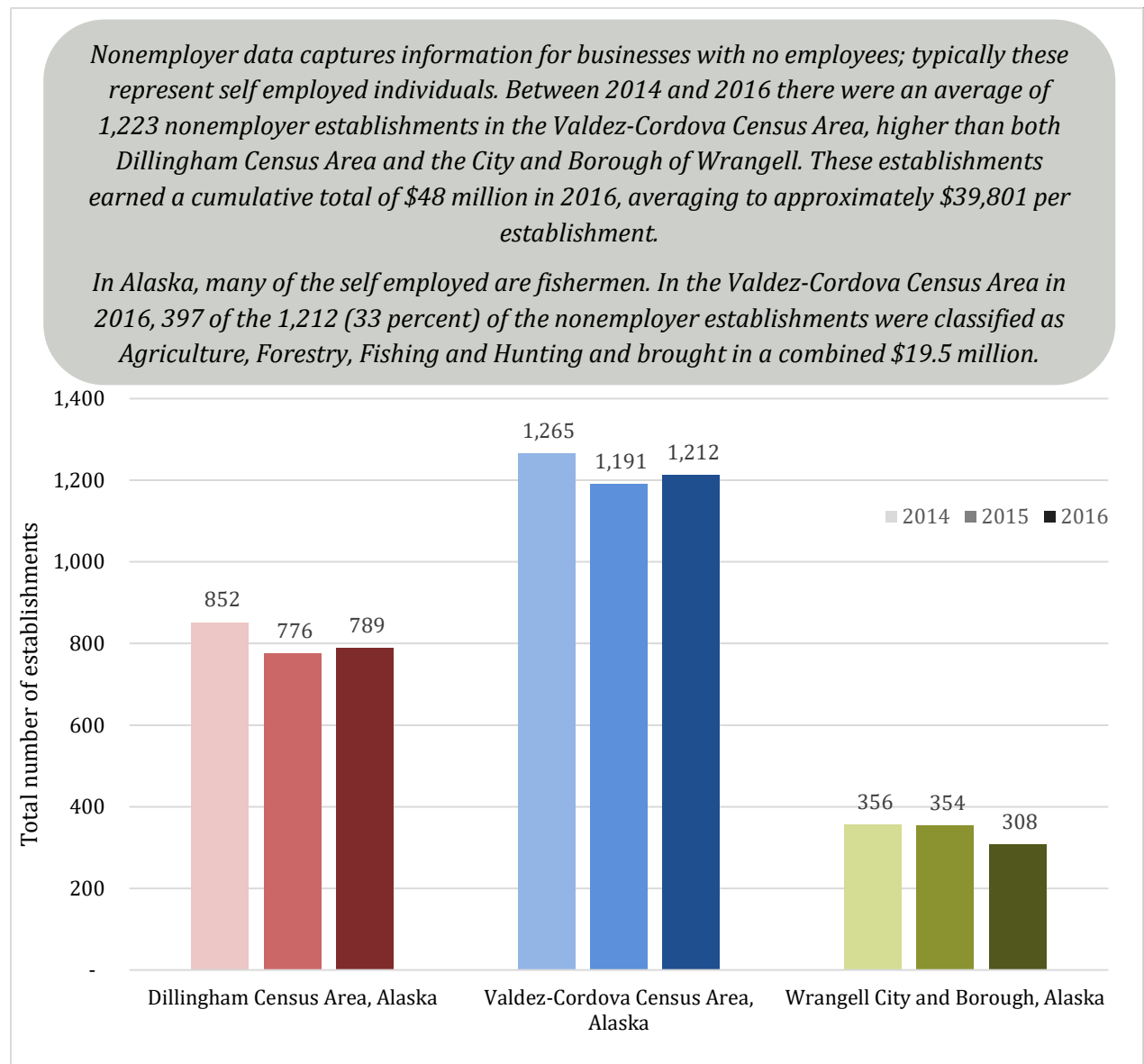
Employment, Income and Poverty

Figure 26: Cordova Employment by Industry, 2006-2016



Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 27: Self Employment Establishments and Receipts, 2014-2016

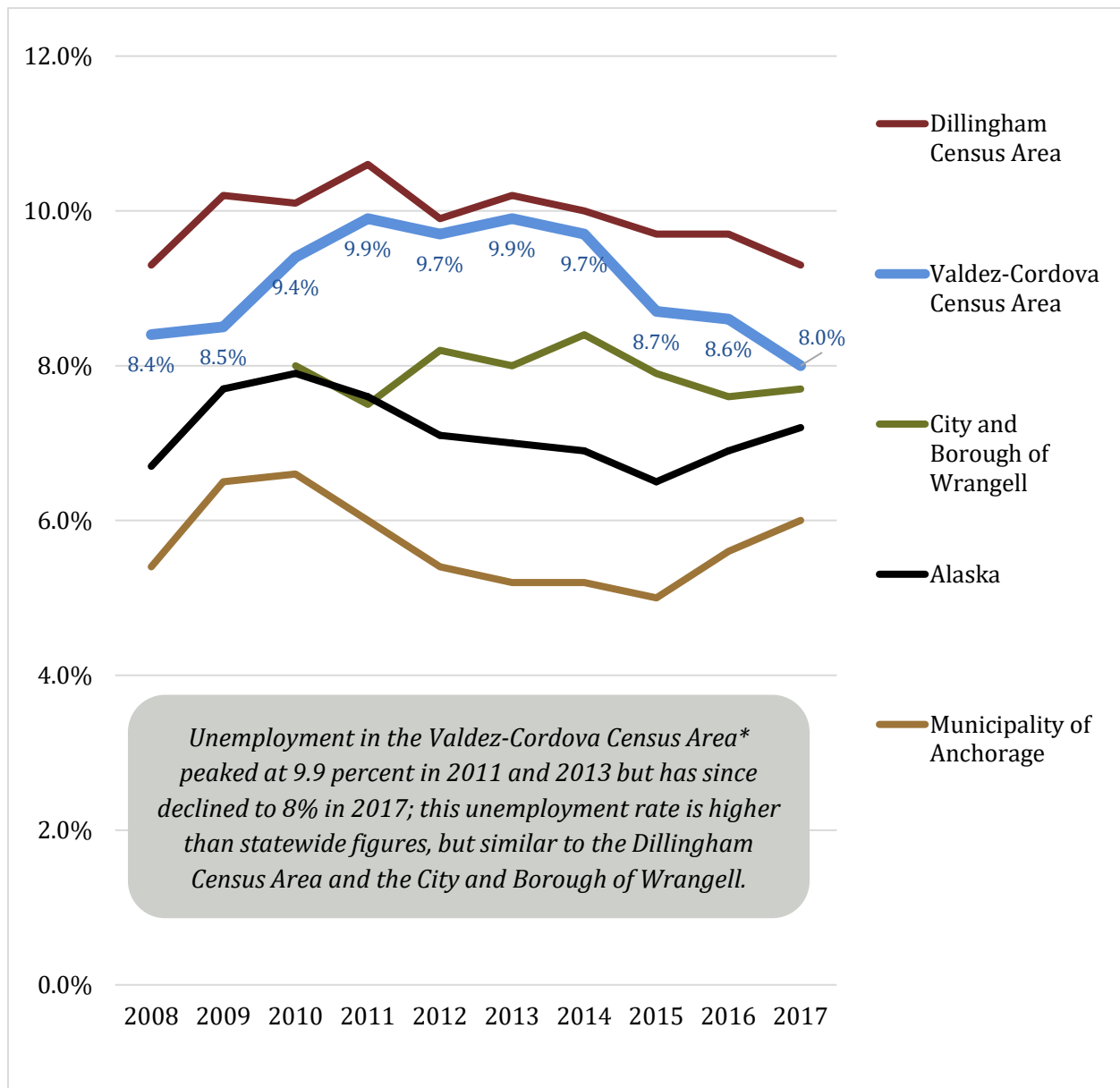


	Dillingham Census Area			Valdez-Cordova Census Area			Wrangell City and Borough		
	2014	2015	2016	2014	2015	2016	2014	2015	2016
Total receipts	\$26 M	\$18 M	\$26 M	\$57 M	\$52 M	\$48 M	\$19 M	\$14 M	\$12 M
average \$ per establishment	30,168	23,729	32,545	44,957	43,835	39,801	52,921	39,446	38,240

Source: Nonemployer Statistics. Accessed via American Fact Finder on December 13, 2018. Data based on U.S. businesses with no paid employees or payroll.

Available at <https://www.census.gov/programs-surveys/nonemployer-statistics/about.html>

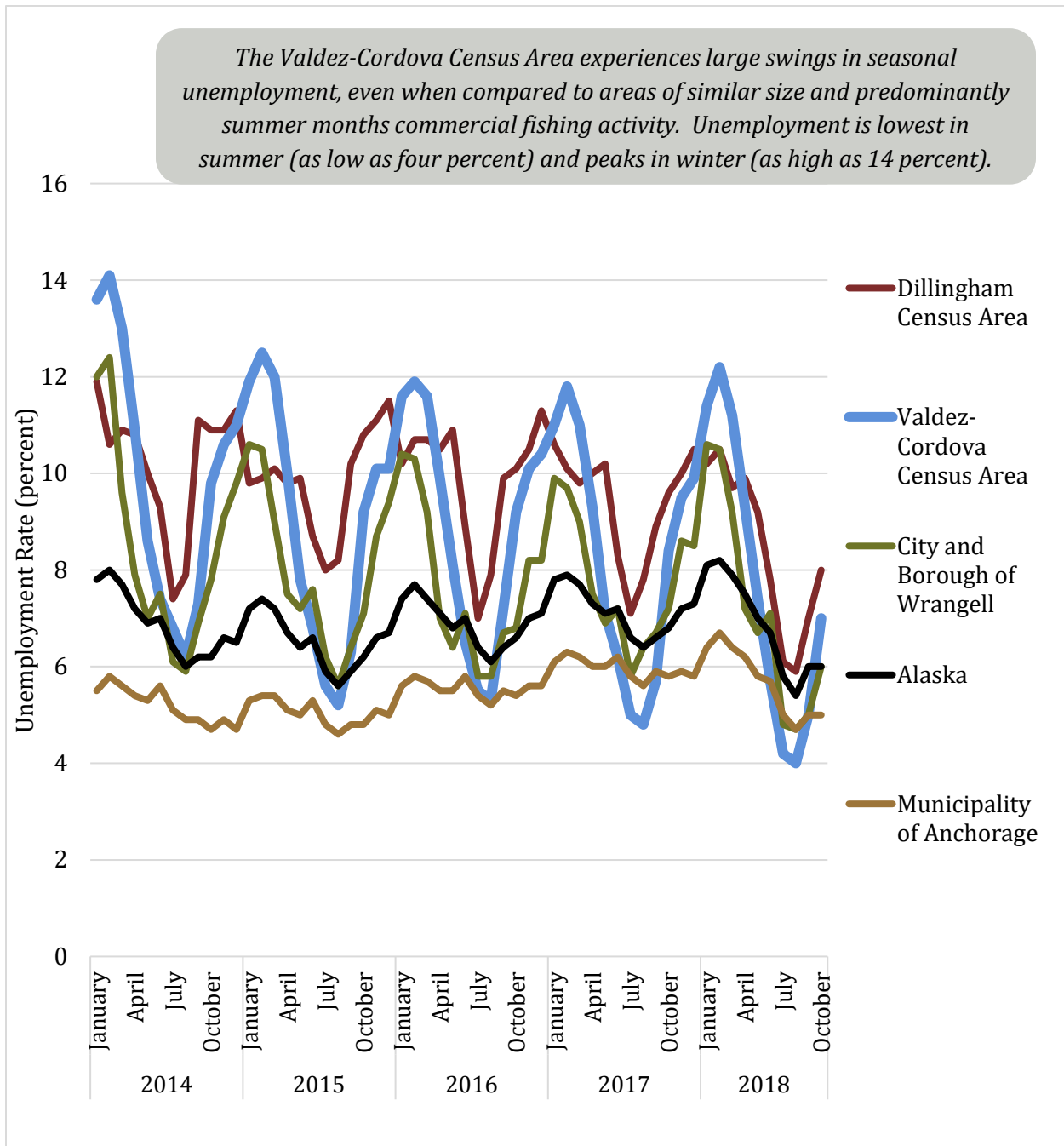
Figure 28: Average Unemployment, 2008-2017



*The Valdez-Cordova Census Area includes Valdez (pop. 3,903), Cordova (pop. 2,360) along 23 other smaller communities such as Glennallen, Copper Center, Kenny Lake, Tazlina and Whittier

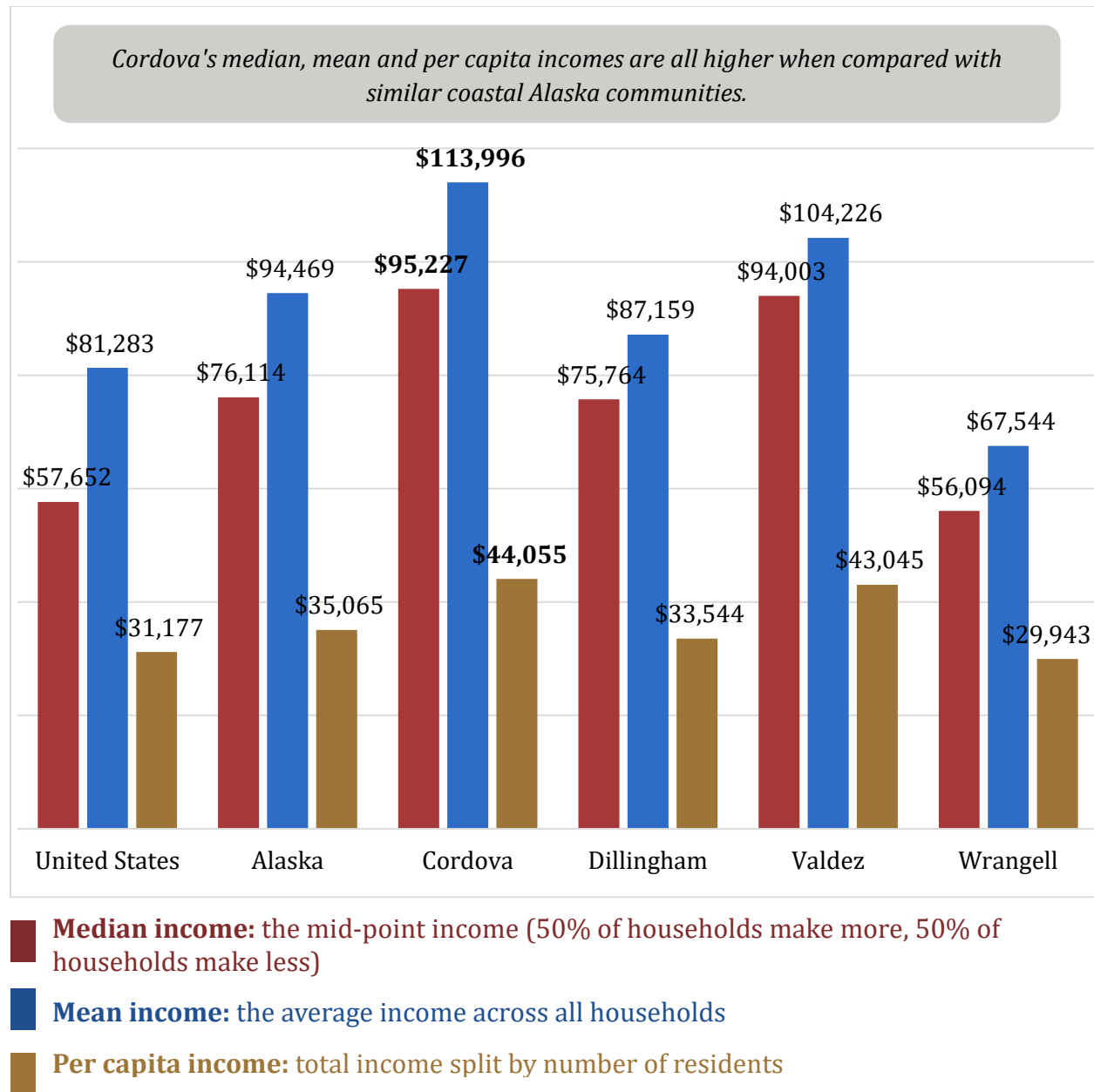
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 29: Seasonal Unemployment, 2014-2018



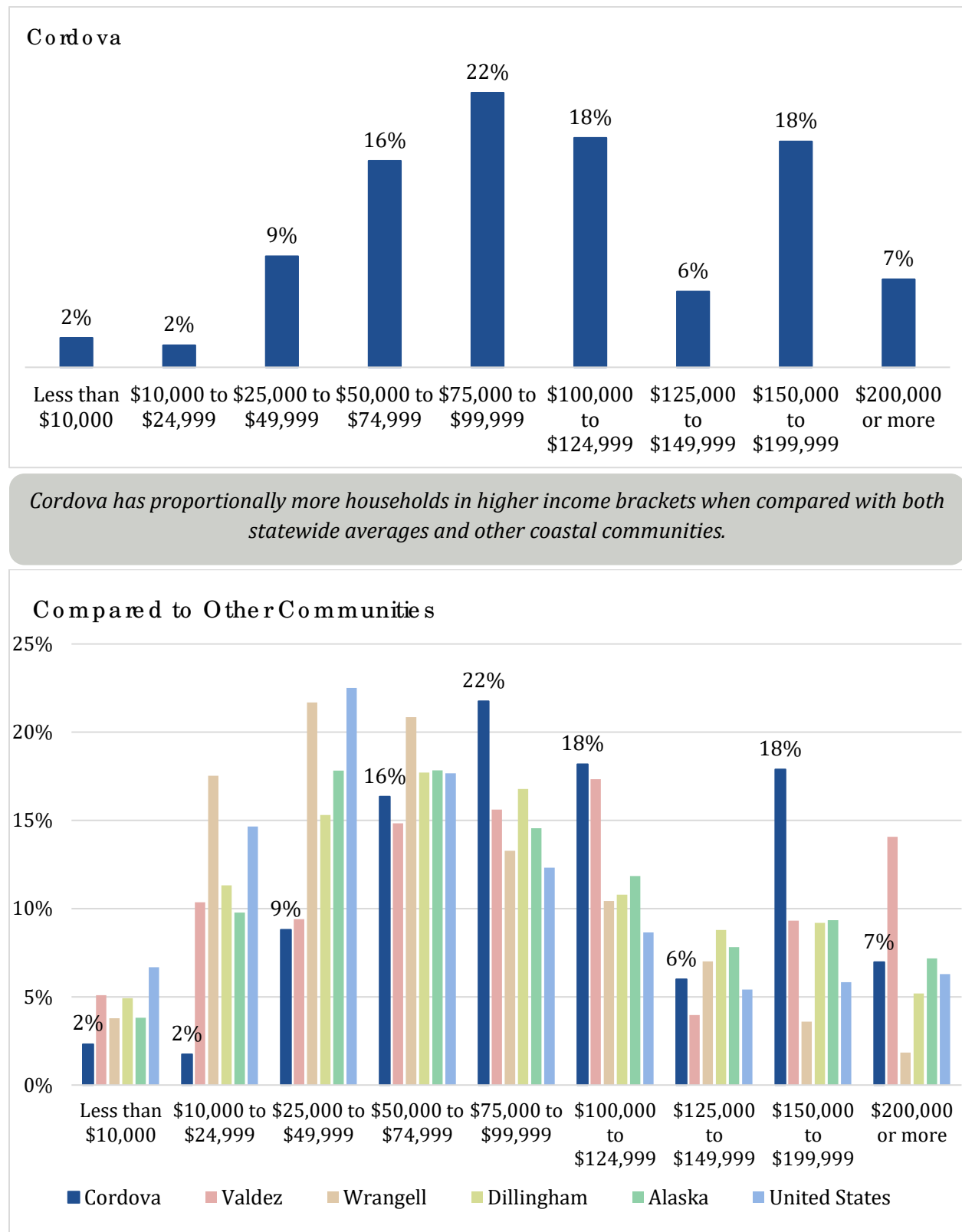
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Figure 30: Income for Cordova and Comparable Geographies, 2013-2017 Five-Year Averages



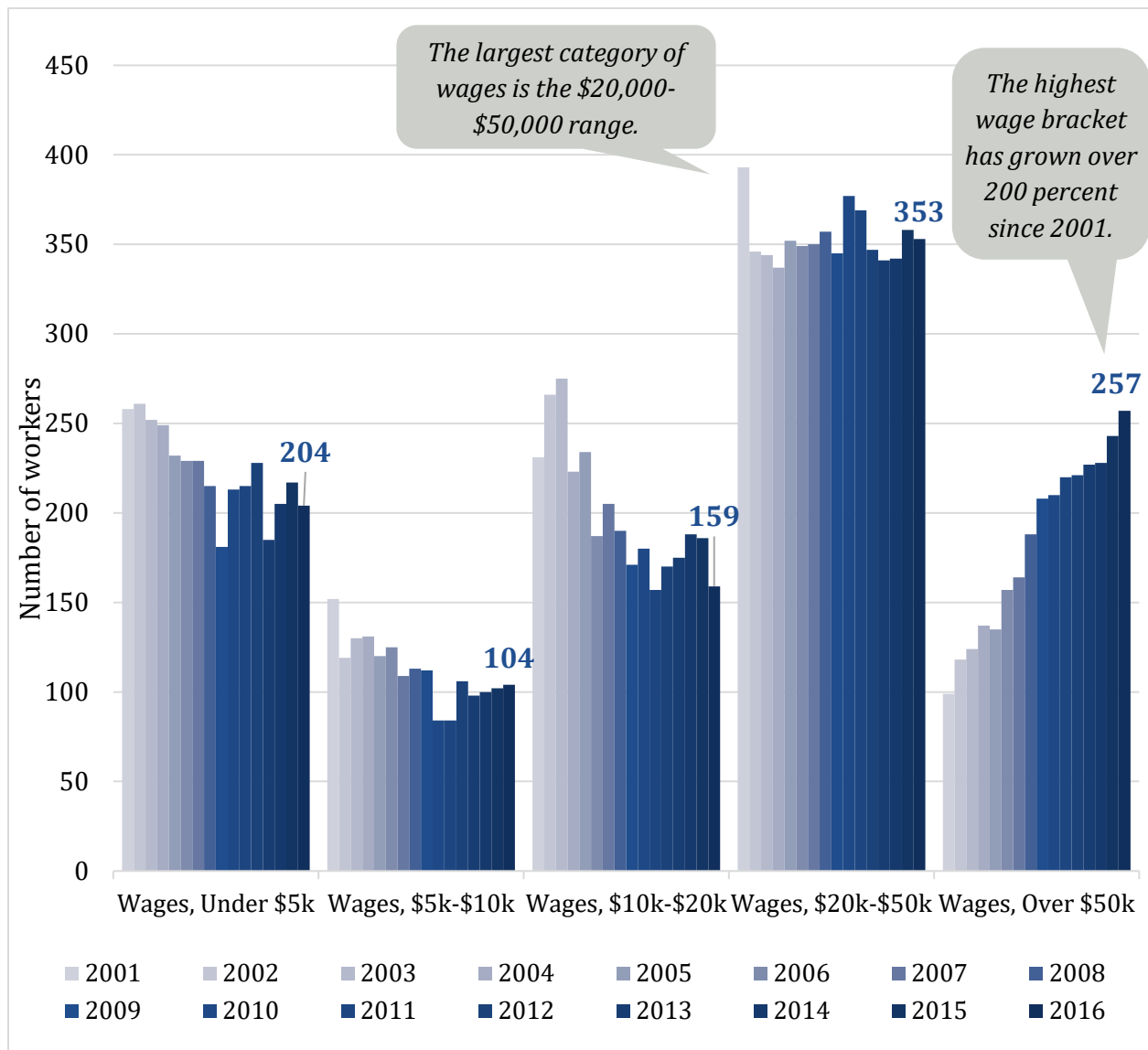
Source: American Community Survey Five-Year Estimates, 2013-2017

Figure 31: Distribution of Household Income for Cordova and Comparable Communities, 2013-2017 Five-Year Average



Source: American Community Survey Five-Year Estimates, 2013-2017

Figure 32: Distribution of Wages in Cordova, 2009-2016



Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section, based on workers covered by unemployment insurance in Alaska. This data excludes federal workers, military members and the self-employed.

Figure 33: Summary of Factors Impacting Income in Cordova

Possible explanations for why Cordova's incomes are higher than comparable communities:

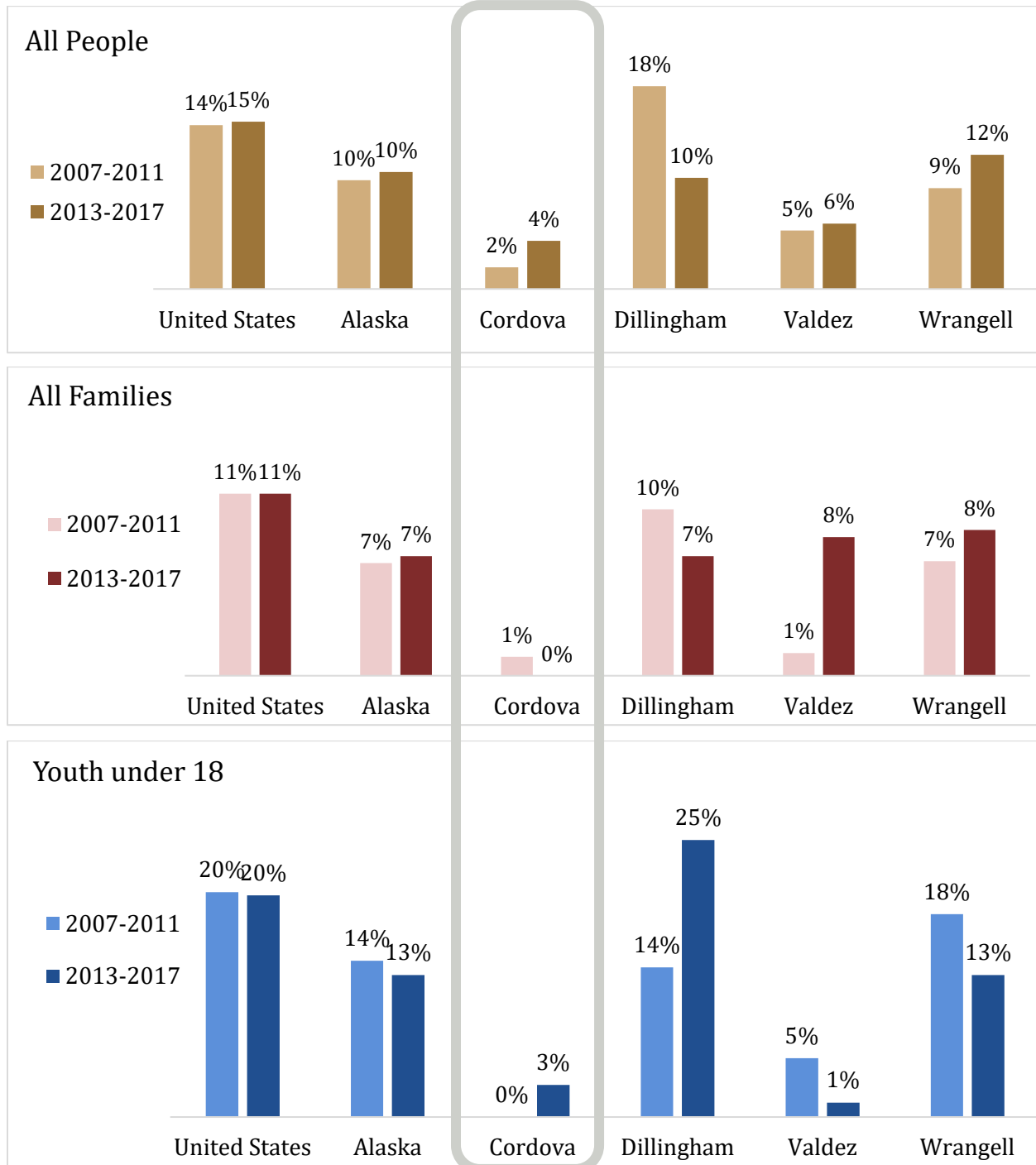
1. Cordova has higher total employment and female employment than comparable communities, which means there are more people with wages contributing to total income, and also more two-income households. 91 percent of residents reported earnings as a source of income, the highest of all the comparable communities.
2. Mean earnings in Cordova are higher than all other comparable communities except Valdez.
3. Cordova has more residents between the ages of 45 and 64 than the statewide average. People in this age group are at the peak of their careers and typically earn more than young residents and seniors. (see Figure 6). Fewer Cordova residents receive Social Security and retirement income, but those who do receive higher amounts than all other comparable communities.



Source: American Community Survey Five-Year Estimates 2013-2017

Figure 34: Poverty Rates for Cordova and Comparable Communities, 2007-2017

Overall poverty in Cordova increased slightly between the five-year average periods from 2007-2011 and 2013-2017, but Cordova still has much lower poverty rates when compared with the state overall and other coastal Alaska communities. This is likely due to the higher median incomes and the lower unemployment rates in Cordova.



Source: American Community Survey Five-Year Estimates 2013-2017

Figure 35: Local and Nonresident Employment for Select Census Areas, 2017

Borough or Census Area	Total Workers	Local Residents (live in census area)	Nonlocal Alaska Residents (live in Alaska but not in census area)	Nonresidents	Percent Local
Valdez-Cordova Census Area	7,886	3,758	1,020	3,108	48%
City and Borough of Wrangell	1,109	749	82	278	68%
Dillingham Census Area	3,804	2,034	405	1,365	54%
Alaska	407,255	322,134		85,121	21%

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section, "Nonresidents Working in Alaska, 2017." Available here: <http://live.laborstats.alaska.gov/reshire/nonres.pdf>

Of those employed in the Valdez-Cordova Census Area, about half are local residents, less than comparable areas of Dillingham and Wrangell; the private sector has the highest percentage of nonlocal employment at 44 percent.

These numbers are all higher than the statewide percentage of nonresident workers, who make up 21 percent of the workforce statewide.

Across Alaska the seafood processing industry is the largest employer of nonresidents, who make up 75 percent of the processing workforce.



Nonresident employment by sector, 2016	State Government	Local Government	Private Sector
Valdez-Cordova Census Area	10%	14%	44%

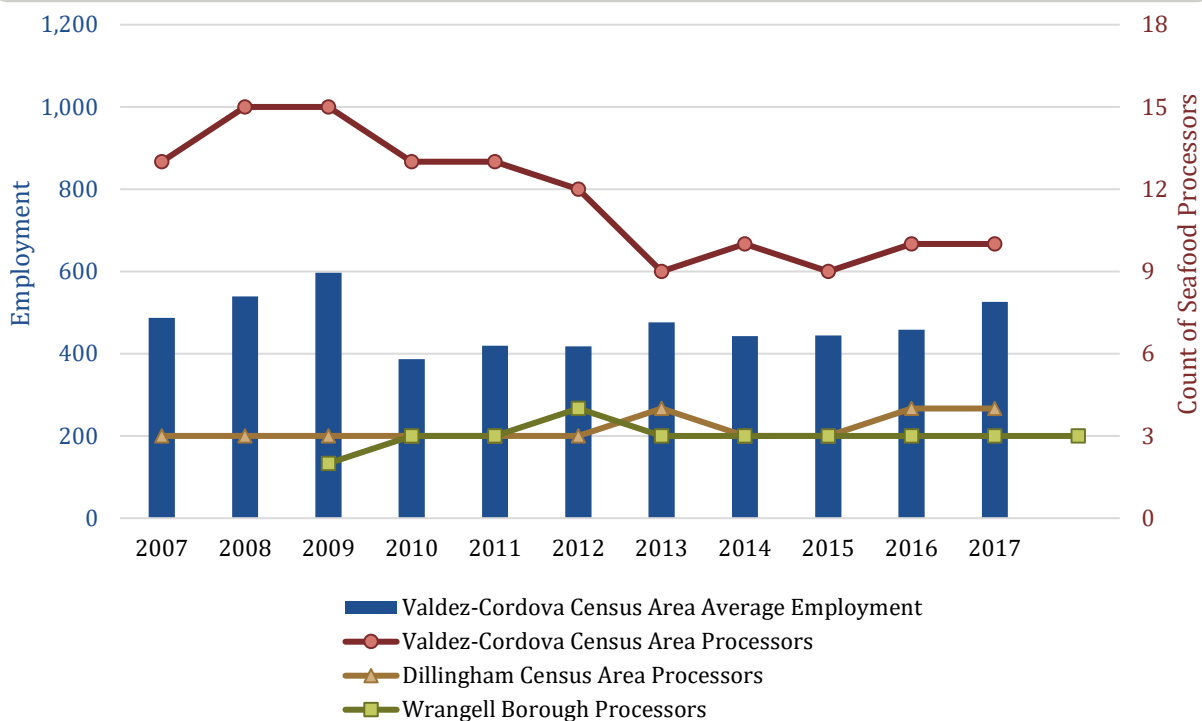
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section, "Nonresidents Working in Alaska, 2016." Available here: <http://live.laborstats.alaska.gov/reshire/nonres.pdf>

Seafood Industry

Figure 36. Average Monthly Employment and Count of Seafood Processors in Valdez-Cordova Census Area, 2007-2017

Seafood processing employs an annual average of 470 people in the Valdez-Cordova Census Area.

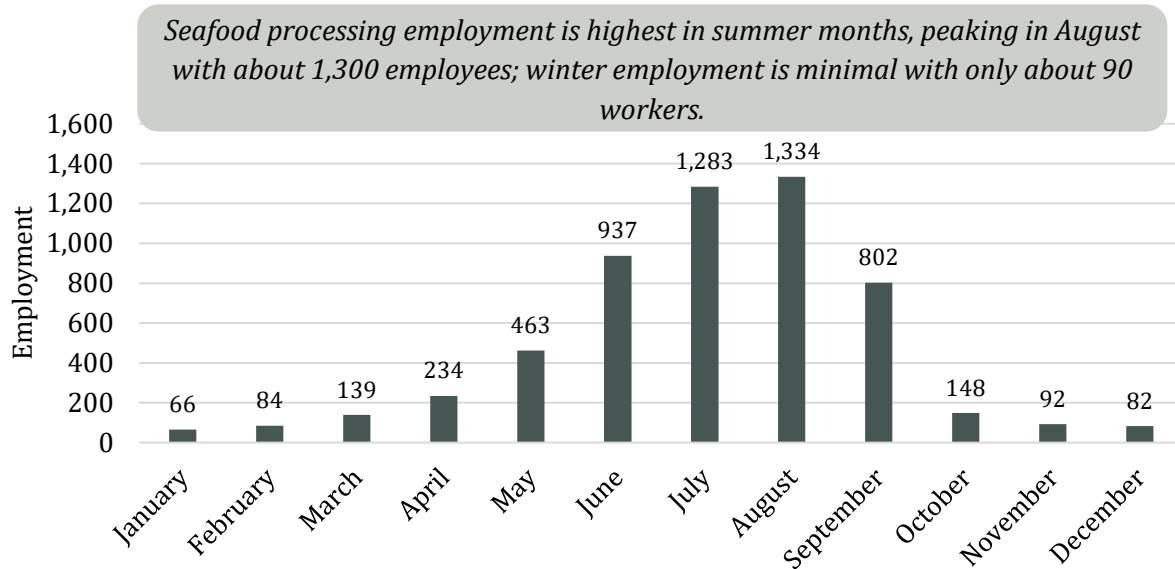
In 2017 there were 10 seafood processing companies in the Valdez-Cordova Census Area, although there have been as many as 15 in 2008 and 2009. Compared to the City and Borough of Wrangell and the Dillingham Census Area, the Valdez-Cordova Census Area has far more seafood processors.



Note: Wrangell Borough was formed in 2008 and BLS seafood processor data for that geography not published until 2009.

Source: Alaska Department of Labor and Workforce Development (DOLWD), 2018. Quarterly Census of Employment and Wages by Census Area Annual Reports; Bureau of Labor Statistics (BLS), 2018. Quarterly Census of Employment and Wages Number of Establishments by Census Area

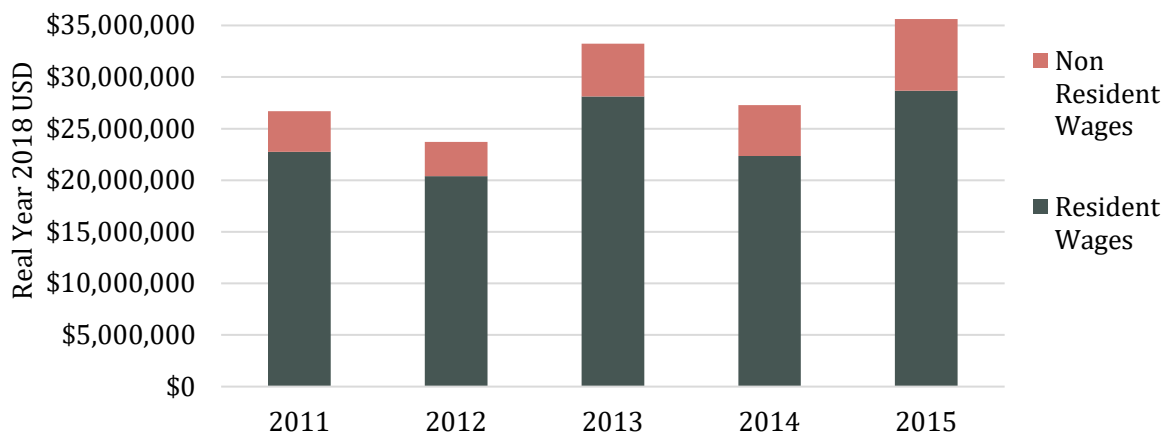
Figure 37. Seafood Processor Average Employment by Month in the Valdez-Cordova Census Area, 2007-2017



Source: Alaska Department of Labor and Workforce Development (DOLWD), 2018. Quarterly Census of Employment and Wages by Census Area Annual Reports

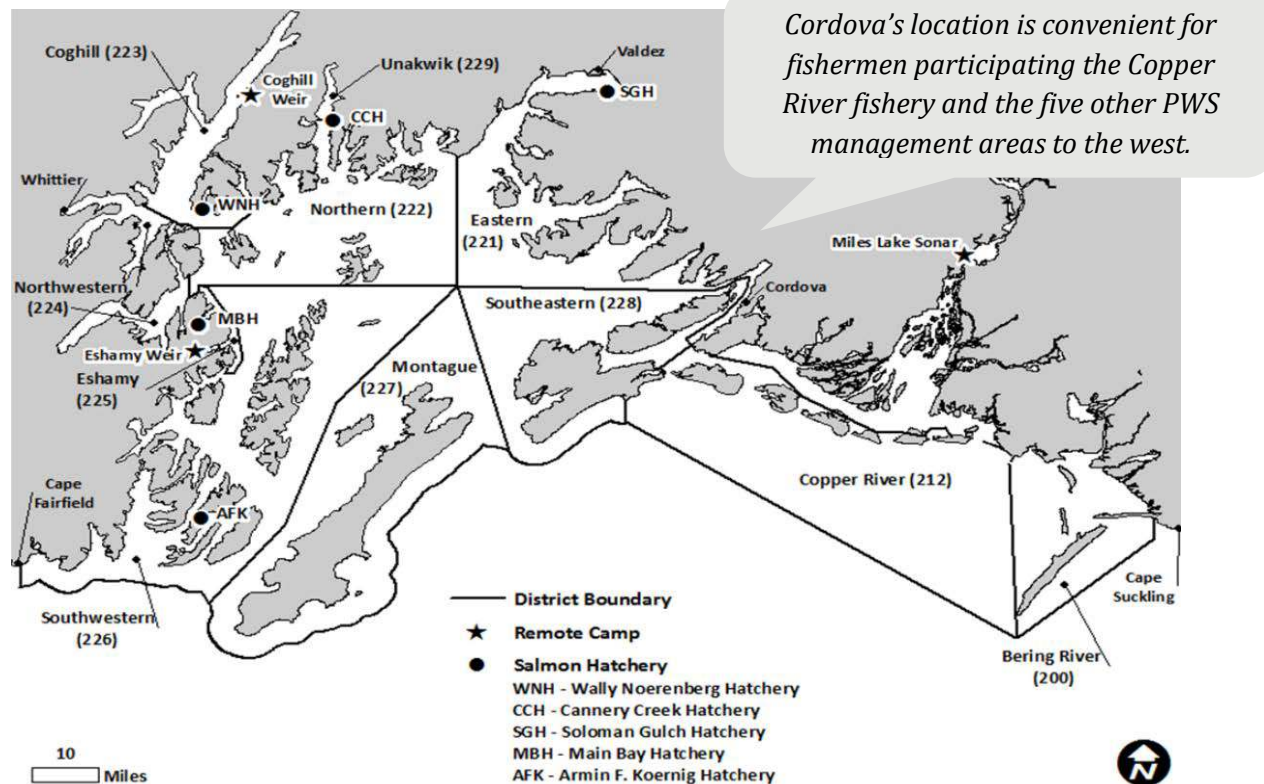
Figure 38. Labor Wages Paid to Seafood Processor Employees in Valdez-Cordova Census Area, 2011-2015

Between 80 and 85 percent of seafood processing wages in the Valdez-Cordova Census Area are paid to Alaska residents; in 2015, nearly \$29 million was paid to Alaska residents and \$7 million was paid to non-residents.



Source: Alaska Department of Labor and Workforce Development (DOLWD), 2017. Historic Seafood Processing Employment by Census Area, provided by request

Figure 39: Location of Commercial Fishing Districts and Hatcheries in Prince William Sound, 2017



Source: Alaska Department of Fish and Game (ADFG), 2018b. Prince William Sound and Copper River Management Area Season Summaries 2013-2017. Available at <http://www.adfg.alaska.gov/index.cfm?adfg=commercialbyareapws.salmon#harvest>

Figure 40: Cordova's Port Ranking by Quantity and Value of Fishing Catch, 2017

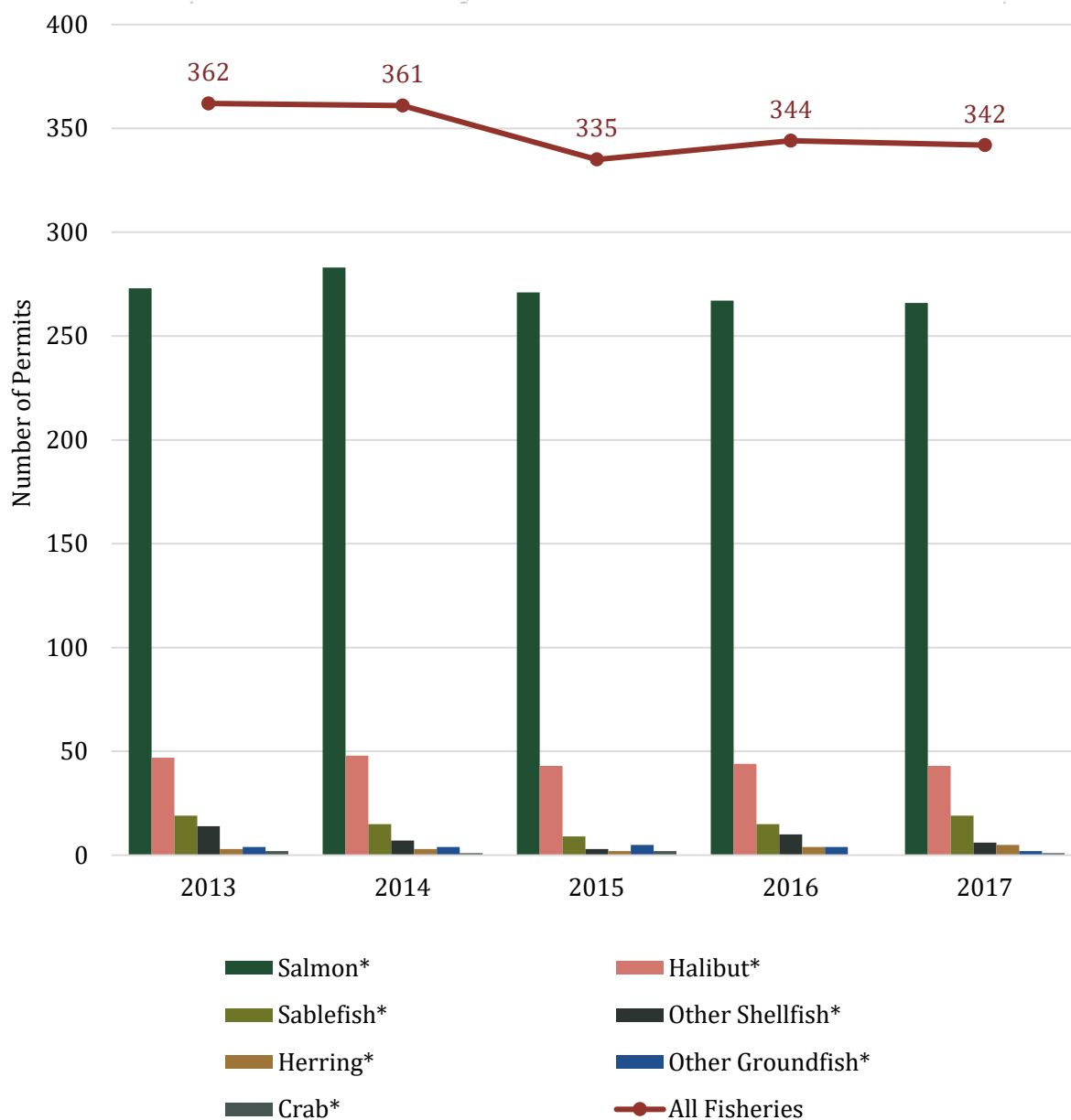
Cordova typically ranks in the top 30 for U.S. ports by quantity and value of catch, and sometimes as high as the top 10. Alaska ports that typically report the highest catches include Dutch Harbor, Aleutian Islands (Other), Alaska Peninsula (Other) and Kodiak.

The Port of Cordova's rank in the United States:	Ranking ...	2013	2014	2015	2016	2017
	By quantity of catch	11th place	16th place	10th place	24th place	15th place
		5 th place for Alaska ports	8 th place for Alaska ports	6 th place for Alaska ports	10 th for Alaska ports	6 th for Alaska ports
	By value of catch	7th place	15th place	13th place	28th place	11th place
		5 th for Alaska ports	8 th for Alaska ports	7 th for Alaska ports	9 th for Alaska ports	7 th for Alaska ports

Source: National Oceanic and Atmospheric Association (NOAA), Commercial Fisheries Statistics

Figure 41: Active Commercial Permit Holders by Fishery in Cordova, 2013-2017

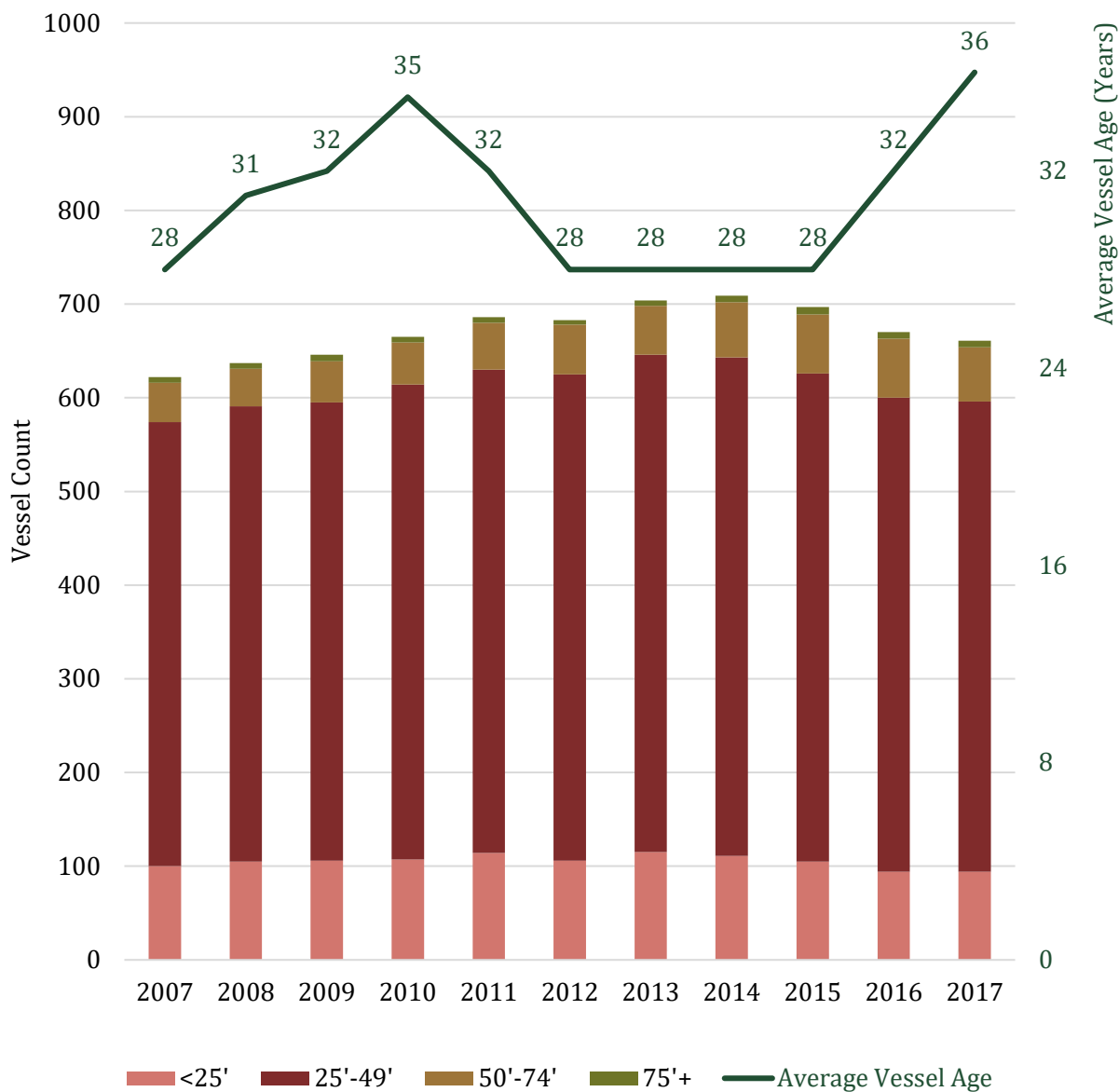
Salmon fishing makes up between 70 and 80 percent of active permits held by Cordova residents.



Source: Commercial Fisheries Entry Commission, 2018. Permit Holder and Vessel Yearly Data Downloads; available at <https://www.cfec.state.ak.us/look/#downloads>

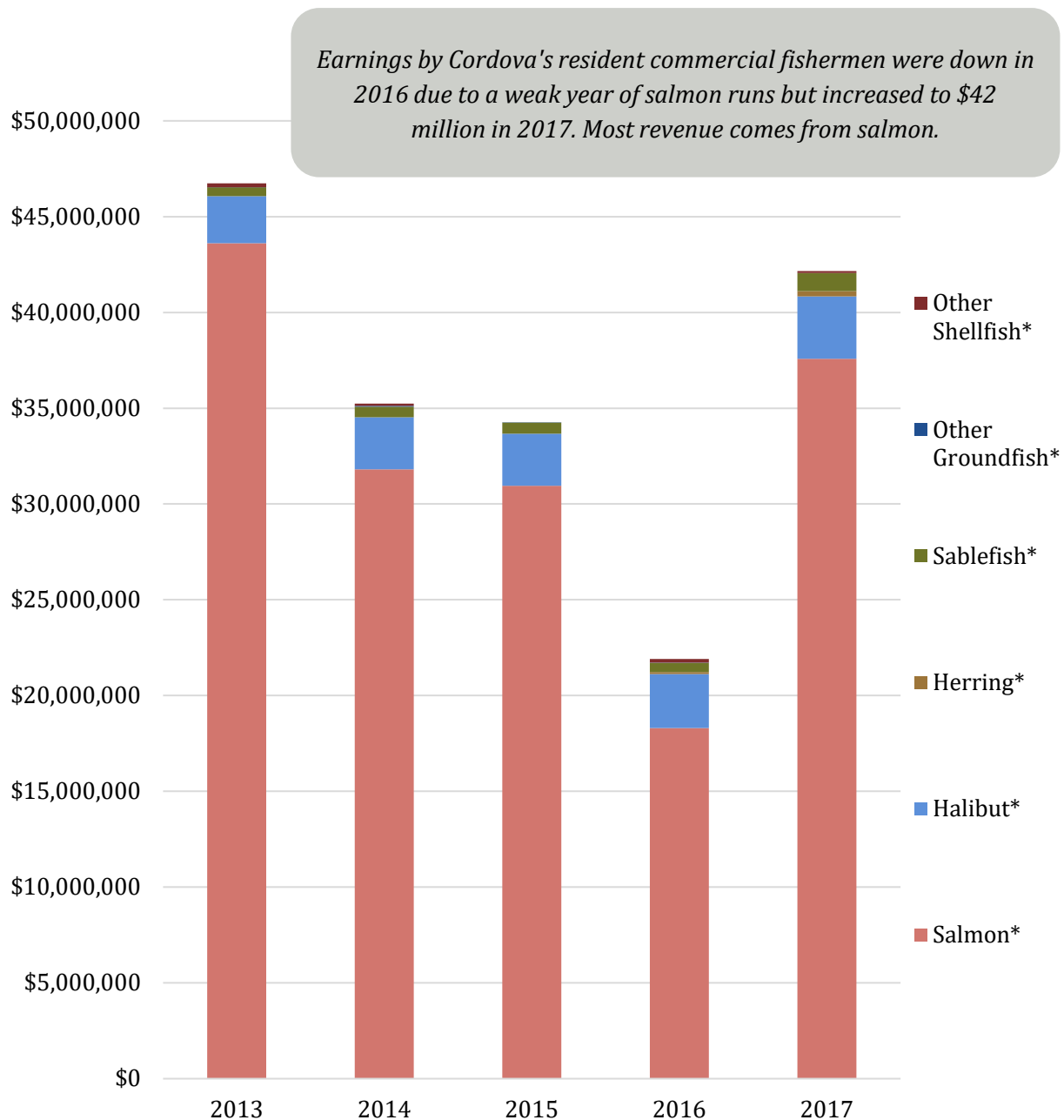
Figure 42: Age and Length of Registered Commercial Fishing Vessels Based in Cordova, 2007-2017

In any given year there are 600 to 700 commercial fishing vessels registered to Cordova residents; about 75 percent are between 25 and 49 feet in length.



Source: Commercial Fisheries Entry Commission, 2018. Permit Holder and Vessel Yearly Data Downloads; available <https://www.cfec.state.ak.us/plook/#downloads/>

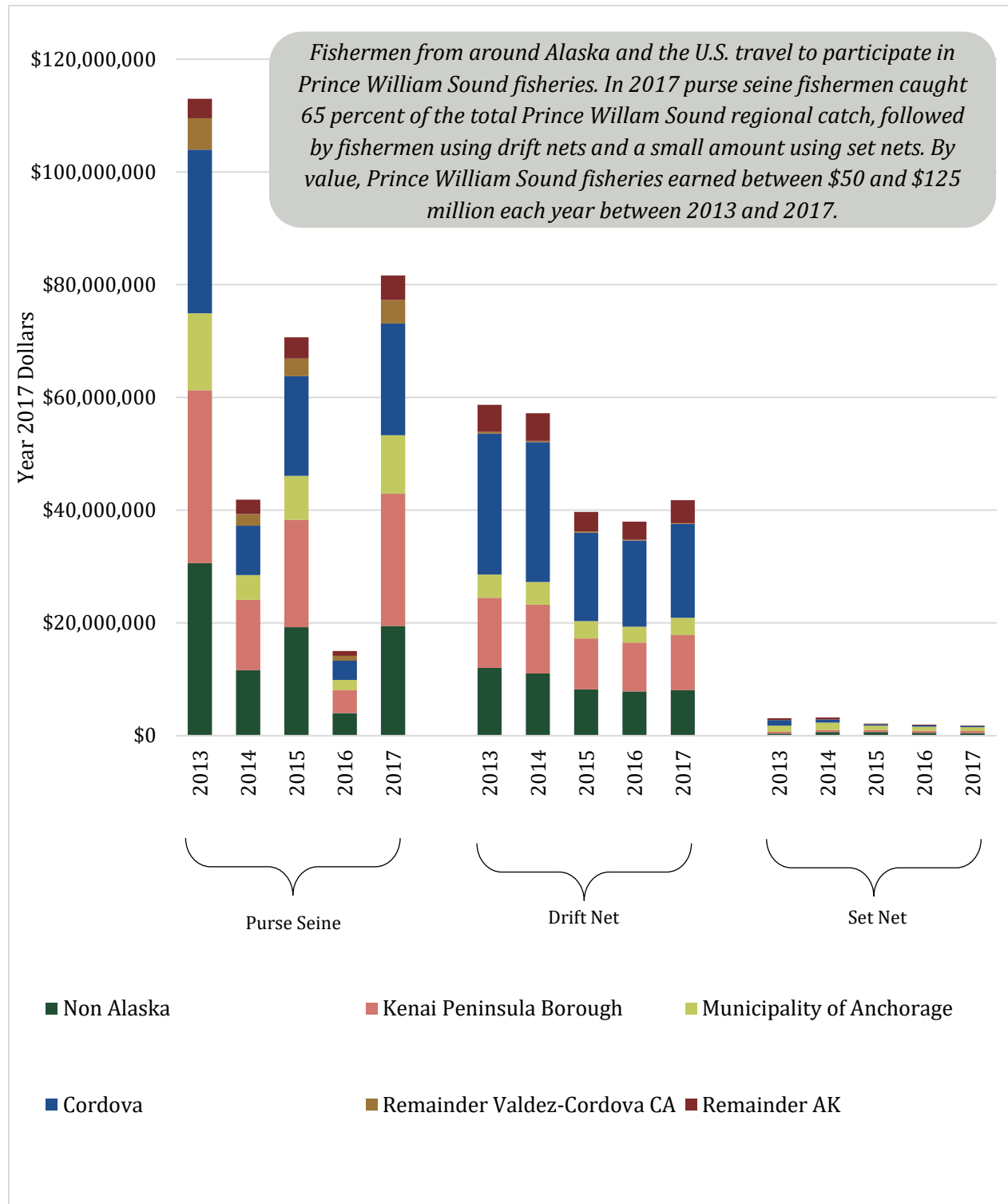
Figure 43: Cordova Resident Commercial Fishing Revenues Excluding Crab, 2013-2017



Note: This figure includes revenue from landings both inside and outside the Prince William Sound management area. The data excludes fishing revenues earned by permit holders living outside of Cordova. Fishermen from many communities around Alaska and other U.S. states travel to participate in Prince William Sound (PWS) fisheries. Cordova's infrastructure and fish processing facilities allow vessel operators from neighboring communities to bring their landings to port in Cordova.

Source: Commercial Fisheries Entry Commission, 2018. Permit Holder and Vessel Yearly Data Downloads; available <https://www.cfec.state.ak.us/plook/#downloads>

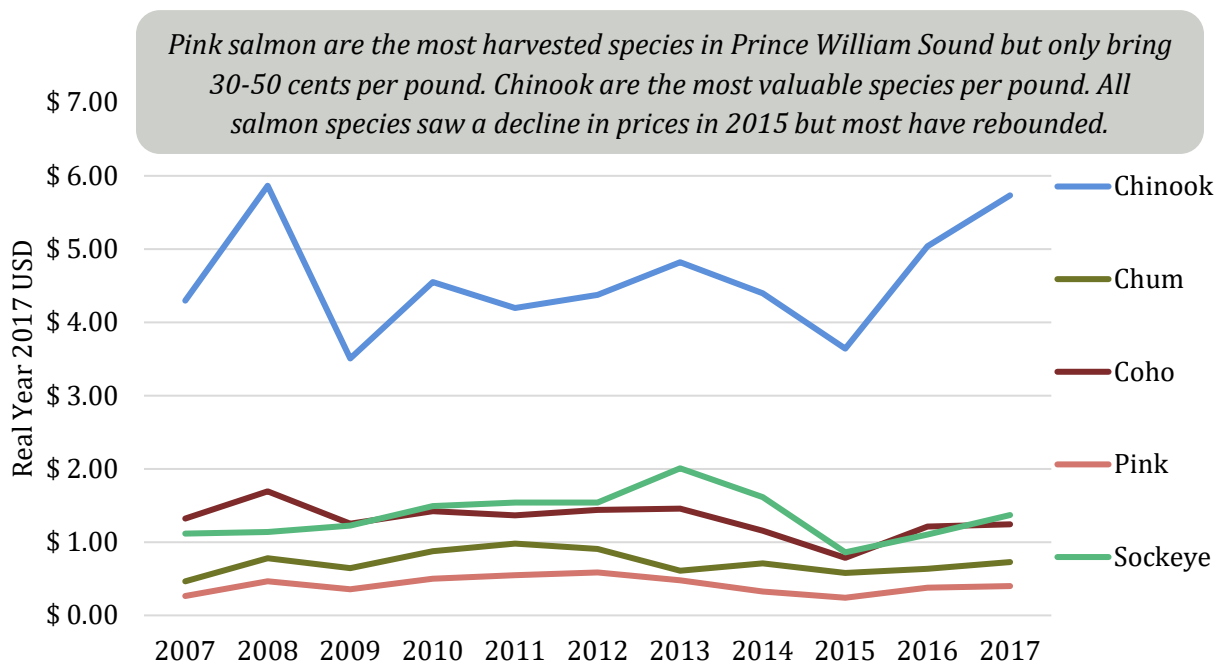
Figure 44: Prince William Sound Salmon Fishery Revenues by Gear Type, 2013-2017



Note: Salmon revenue estimates are derived from Commercial Fisheries Entry Commission (CFEC) permit data. Revenues and landed weights are reported by city and census area, according to the place of residence reported by the fishing permit holder.

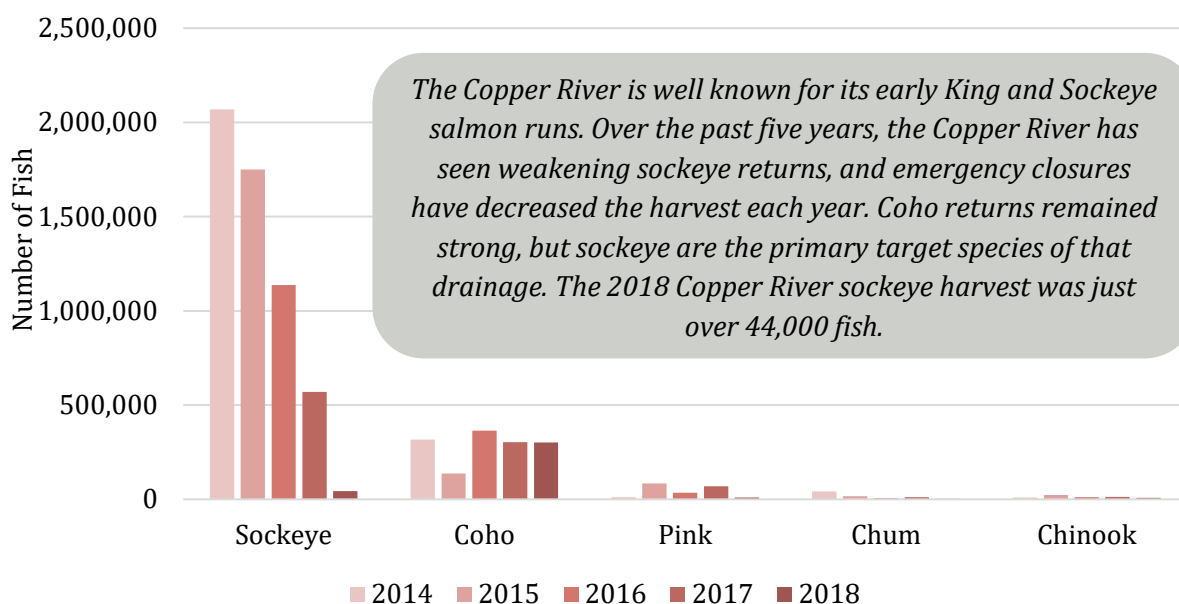
Source: Commercial Fisheries Entry Commission, 2018. Permit Holder and Vessel Yearly Data Downloads; available at <https://www.cfec.state.ak.us/plook/#downloads>

Figure 45: Alaska Statewide Ex Vessel Salmon Prices, 2007-2017



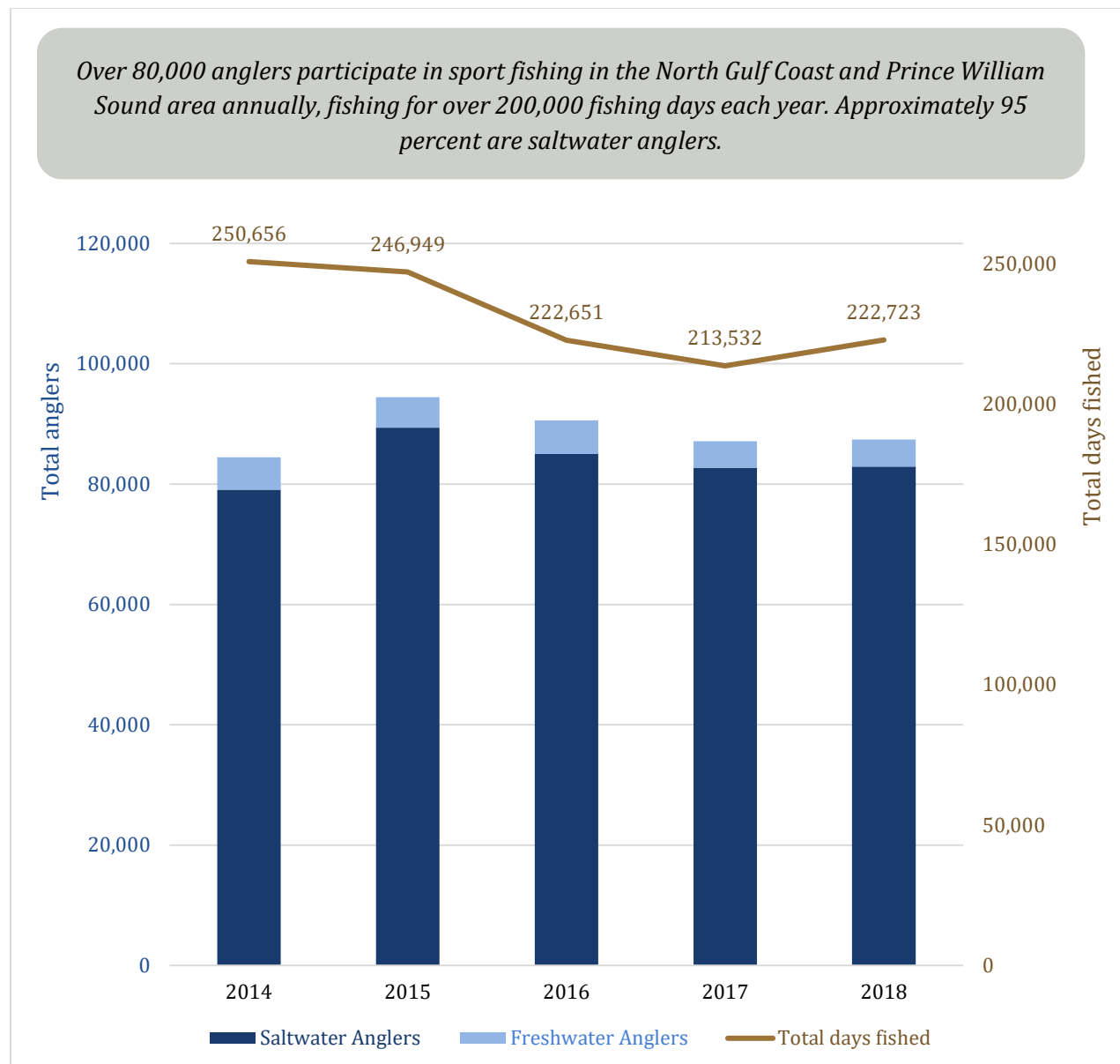
Source: Alaska Department of Fish and Game (ADFG), 2018a. Commercial Salmon Fishery Ex Vessel Prices; available at http://www.adfg.alaska.gov/index.cfm?adfg=commercialbyfisherysalmon.salmoncatch_statewide

Figure 46: Annual Fish Harvest by Species from the Copper River, 2014-2018



Source: Alaska Department of Fish and Game (ADFG), 2018b. Prince William Sound and Copper River Management Area Season Summaries 2013-2017; available at <http://www.adfg.alaska.gov/index.cfm?adfg=commercialbyareapws.salmon#harvest>

Figure 47: Alaska Sport Fishing Estimates for the North Gulf Coast/Prince William Sound Survey Area J – Total Anglers and Days Fished, 2014-2018

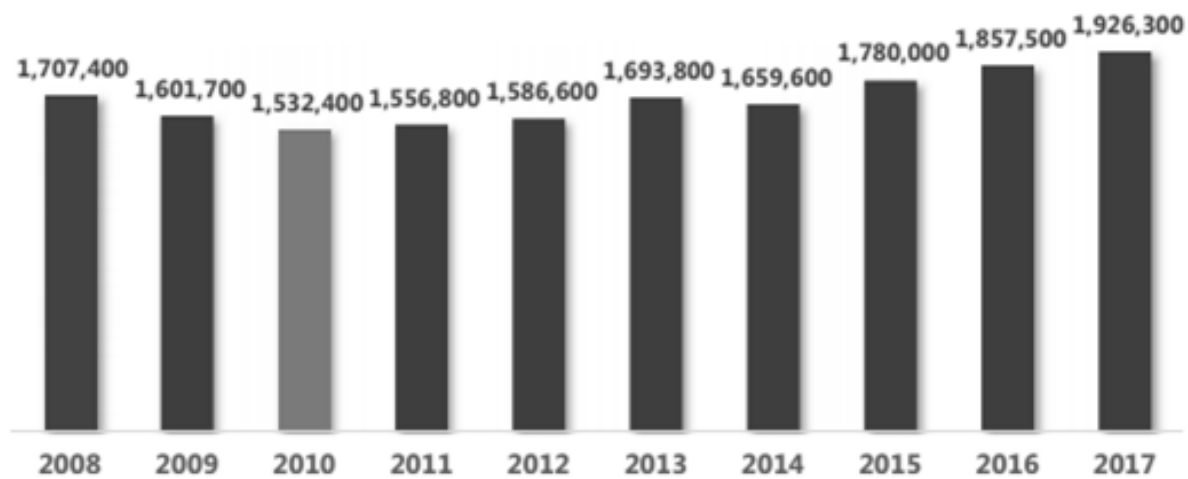


Note: Survey Area J includes all saltwater and freshwater drainages from Cape Suckling on the east through Prince William Sound to Gore Point (including Gore Point). Also included is that portion of the Copper River drainage downstream of a line between the south bank of Haley Creek and the south bank of Canyon Creek in Wood Canyon. This area includes the waters adjacent to Seward, Whittier, Valdez and Cordova.

Source: Alaska Sport Fishing Survey database, 2014-2018. Alaska Department of Fish and Game, Division of Sport Fish. Available from: <http://www.adfg.alaska.gov/sf/sportfishing/survey/>

Tourism Industry

Figure 48: Alaska Statewide Visitation Trends: Alaska Visitor Volume, Summers 2008-2017



Between 2008 and 2017, overall summer visitation to Alaska increased 13%. In 2016, Cordova was added to the list of communities for tourism data collection. In 2016, Cordova had approximately 9,000 visitors, about half that of Wrangell and only 12 percent of the total estimated number of visitors to Valdez.

Estimated Visitor Volume to Select Alaska Destinations (Cordova was added to data collection in 2016)		
	2011	2016
Cordova	n/a	9,000 visitors
Valdez	57,000 visitors	71,000 visitors
Wrangell	18,000 visitors	18,000 visitors

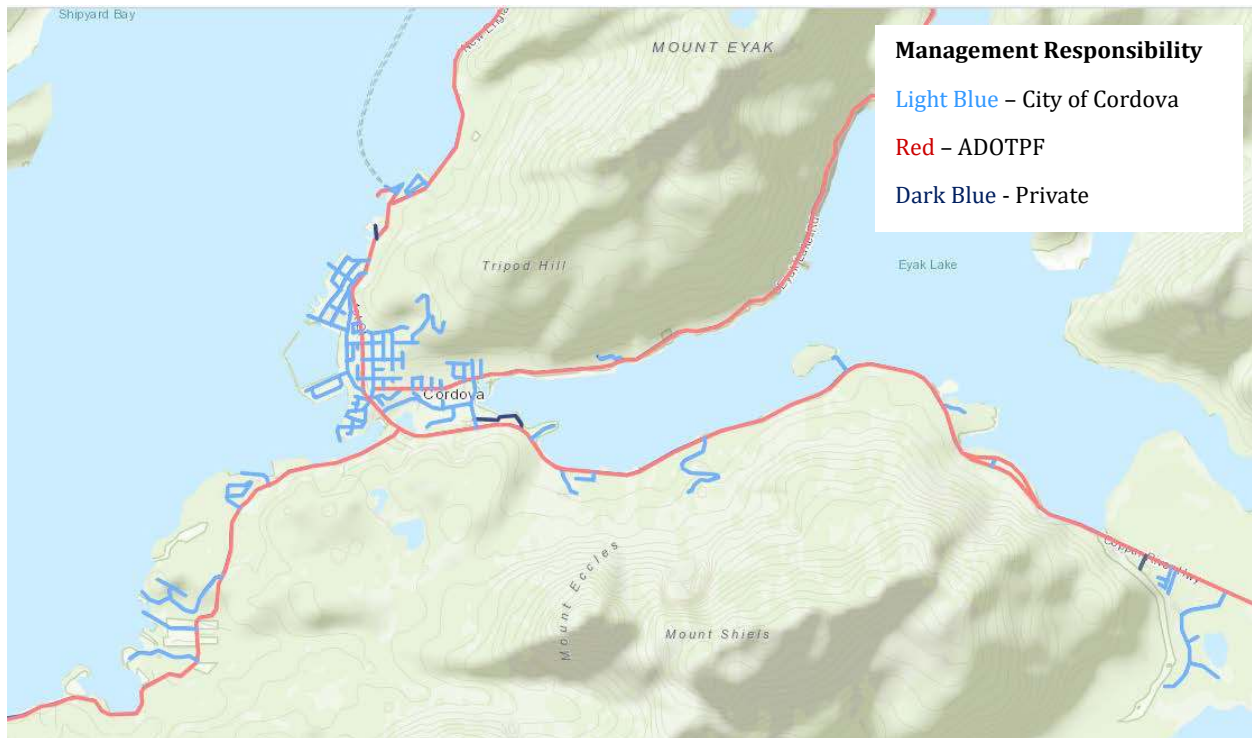
Source: Alaska Visitor Statistics Program, Full Report, Summer 2016

Appendix 7: Transportation Background

Transportation: What Exists Today

Cordova is accessible by plane or boat. The Alaska Marine Highway System provides scheduled ferry service, connecting Cordova with the communities of Whittier, Valdez, Tatitlek, and Chenega. Barge service to Cordova is year-round.

Figure 49: Road Maintenance Responsibilities in the City of Cordova



Source: Alaska Department of Transportation and Public Facilities; map generated by Kittelson & Associates

Figure 49 depicts road maintenance responsibilities for roads in the core areas of town. Roads within Cordova are maintained by the city's public works department and major connectors are managed by the Alaska Department of Transportation and Public Facilities (DOTPF), Northern Region. The City of Cordova's street maintenance crews are responsible for maintaining local roadways. Issues related to maintenance are summarized below:

- Due to funding constraints and the resulting inability to provide regular chip seal coats, many roads are beginning to fail. Over the last several years, the focus has been to patch asphalt roads to get them through the winter months.
- Except for Railroad Avenue and Harbor Loop (rehabilitated in 2017), most asphalt roads are over twenty years old and pavement is less than ½ inch thick in many places. This deterioration causes significant weather-related potholes. New asphalt, drainage, curb and

gutter and sidewalks are necessary for many roadways to improve the life and functionality for all modes and decrease maintenance costs.

Traffic Volumes

DOTPF applies six classifications to roadways in rural Alaska: Interstate, Other Principal Arterial, Minor Arterial, Major Collector, Minor Collector, and Local Road. Cordova only has local and collector roadways (Figure 50).

Figure 50: Road Classifications in the City of Cordova



Source: Alaska Department of Transportation and Public Facilities; map generated by Kittelson & Associates

The DOTPF online Geographic Information System (GIS) maps include average annual daily traffic (AADT) volumes for years 2014 through 2017 for most major roadways (Figure 51). Over the last four years, traffic has declined on all roadways in Cordova except for Nicholoff Way, South 2nd Avenue and the Copper River Highway.

Figure 51: Average Annual Daily Traffic Volumes in the City of Cordova, 2014-2017

Average Annual Daily Traffic Volumes	2014	2015	2016	2017
New England Cannery Road	768	748	703	714
New England Cannery Road	1,309	1,115	1,114	1,097
N Railroad Avenue	629	510	479	486
1 st Street	1,296	1,106	1,105	1,089
Breakwater Avenue	1,474	1,457	1,456	1,434
Council Avenue	1,279	1,014	1,013	998
N Railroad Avenue	2,467	2,368	2,367	2,332
2 nd Street	1,430	1,143	1,236	1,218
1 st Street	3,181	2,948	2,946	2,903
Browning Avenue	531	432	406	412
Nicholoff Way	0	0	709	720
Lake Avenue	1,979	1,578	1,577	1,554
AK-10	4,186	3,998	3,996	3,938
South 2nd Avenue	605	624	674	684
Chase Avenue	1,176	1,200	1,129	1,147
Point Whitshed Road	1,205	1,260	1,256	1,206
AK-10	2,065	2,073	2,072	2,042
Copper River Highway	1,571	1,632	1,631	1,607
Lefevre	1,043	849	798	810

Source: Alaska Department of Transportation and Public Facilities

Safety

A review of the Federal [Fatality Analysis Reporting System \(FARS\)](#) from 2014 to 2016 revealed one motor vehicle crash fatality in 2016 at the intersection of 1st Street and North Railroad Avenue. Speeding and driving under the influence were factors. No pedestrian or bicycle fatalities occurred between 2014 and 2016.

Transportation Priorities

The City of Cordova prepared a draft project priority list in 2015 which is summarized below. The City of Cordova Public Works Department also maintains a priority project list, available here: www.cityofcordova.net/government/planning/roads.

The Alaska Statewide Transportation Improvement Program (STIP) is the state's four-year program for transportation system preservation and development. It includes interstate, state and some local highways, bridges, ferries and public transportation, but does not include airports or non-ferry-related ports and harbors. The following list represents system improvements for

Cordova for which partial or full federal funding is approved and that are expected to take place during the four-year duration of the STIP.

Figure 52: Cordova STIP Projects 2018 to 2021

	Description	Status
Whitshed Road and Pedestrian Improvements	Provide pedestrian accommodations along Whitshed Road from the intersection with the Copper River Highway to the intersection with Orca Inlet Drive. Approximately 0.75 miles in length.	Design Funding 2018
Shepard Point Road	Construct approximately 4 miles of road from Orca Cannery to the deep-water port site at Shepard Point. The State of Alaska's contribution of federal-aid funds to the Native Village of Eyak's Shepard Point Road project will be transferred to Federal Highway Administration (FHWA) Western Federal Lands Highway Division, pursuant to 23 USC 104(k), as a contribution to this Indian Reservation Road Program project. (TTIP Project #: NVE 0601).	Construction 2018
Eyak River Recreation Area Rehabilitation Access Road	Re-route the direction of traffic entering the Eyak River boating site by creating an alternative access road into the site, widening and improving the boat ramp and parking area, redesigning the boat launch and providing more clearly defined parking spaces. (To be delivered by Chugach National Forest)	
Source: Alaska Department of Transportation and Public Facilities		

Appendix 8: Quality of Life Background

Quality of Life: What Exists Today

Health and Wellness

Cordova is served by two health care providers:

Cordova Community Medical Center (CCMC), a Critical Access Hospital (CAH), operated by the City of Cordova. CCMC offers preventive, inpatient, outpatient and long-term care, along with emergency room services. CCMC has a clinic that offers quarterly specialist visits.



Ilanka Community Health Center, a community health center and Indian Health Services (IHS) facility operated by the Native Village of Eyak. Ilanka offers primary care services as well as behavioral health, substance abuse assistance, care coordination and patient advocates to assist with public assistance applications.



Over the past year, the City of Cordova and the Native Village of Eyak have been engaged in conversations to explore options to improve collaboration and reduce redundancies in health care delivery between CCMC and Ilanka.

Cordova also has a dentist office, chiropractor, behavioral health clinic and various other providers. The Cordova Community Resource Guide, last updated in 2017, offers an extensive summary of health, safety, housing and recreation service providers and activities available in Cordova. The guide is available here: www.cordovasd.org/District/News/1382-Cordova-Community-Resource-Guide.html

Like much of Alaska, Cordova's senior population is projected to nearly double by 2030 as baby boomers age. Cordova has some supports and services in place to support its older residents such as senior lunch programs, senior transportation. However, during the project process, many residents expressed concern about the challenges of aging in Cordova, including the limited walkability, the lack of in-home care availability and the distance from more advanced medical care. The need for improved senior care was also identified as a concern in the 2013 Cordova Community Health Needs Assessment.

Overall the five top health issues identified in the 2013 Cordova Community Health Needs Assessment include:

1. Attracting and Retaining Medical Providers
2. Access to Specialty Care
3. Affordability of Care
4. Care Coordination Across Health Care Providers
5. Mental Health/Substance Abuse

Indoor and Outdoor Recreation

Cordova residents and visitors have many opportunities for outdoor recreation opportunities, including the Mt. Eyak Ski Area, parks, trails and more. For a summary of available activities and events, visit the Cordova Chamber of Commerce webpage: <https://www.cordovachamber.com/>

The City of Cordova owns and operates a suite of facilities that support arts and creation, including the following:

- Cordova Museum: celebrates the area's history, plus local and regional artists. The Museum is in the Cordova Center.
- Bidarki Recreation Center: includes exercise equipment, a weight room and gymnasium.
- Bob Korn Memorial Swimming Pool: this saltwater pool is Cordova's only swimming facility.
- Cordova Library: hosts a collection of books, magazines, newspapers; has free Wi-Fi and computer access. The library hosts many activities throughout the week.

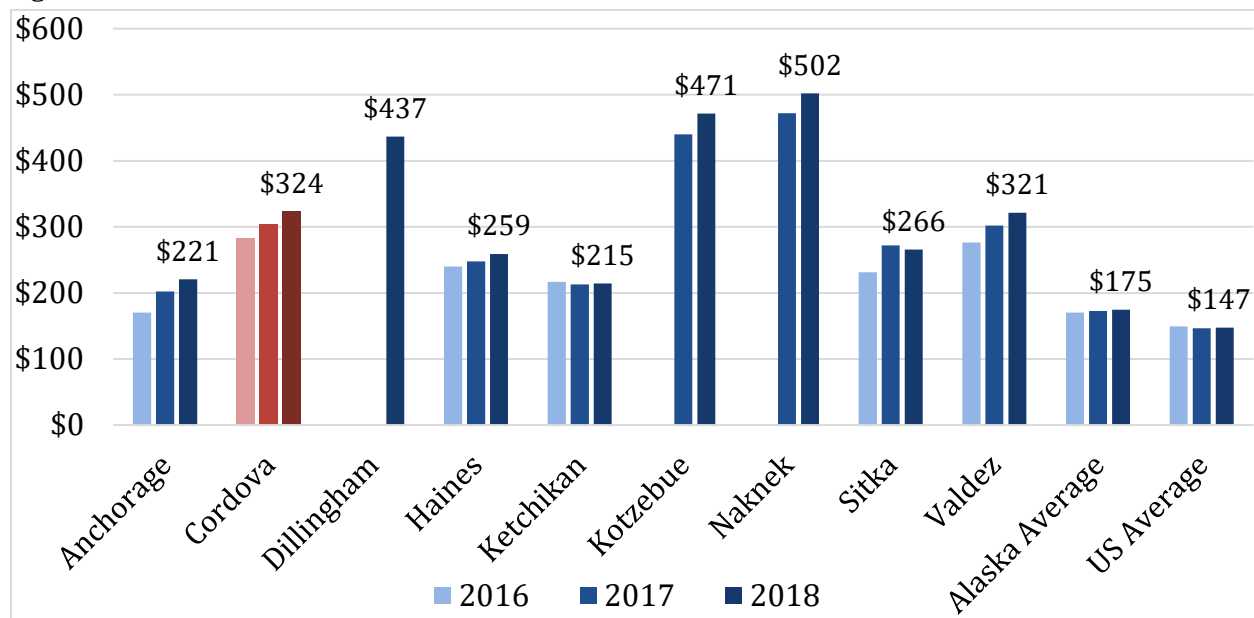


Cordova has a thriving art, crafts and performing arts community, with a dance studio, arts groups, an arts and crafts store and frequent events throughout the year, including multiple festivals that attract residents and visitors. These include the Iceworm Festival (first full weekend each February), Copper River Delta Shorebird Festival (early May), Salmon Jam (mid July), Fungus Festival (September), Native Village of Eyak Sobriety Celebration (November) and the Cordova Christmas Tree Lighting and Holiday Bazaar (December).

Cost of Living

When the project team asked residents about Cordova’s biggest challenges, the number one response in the community survey was “high cost of living,” with 83 percent of respondents selecting that as one of their top five concerns. The high costs of housing and transportation and the small population size all contribute to the high cost of living in the community. Overall, Cordova has higher incomes and wages than other parts of Alaska (see the economic development background appendix for details), but not all households are able or willing to tolerate Cordova’s high costs. The University of Alaska’s cooperative extension service cost of groceries survey found that a week’s worth of groceries in Cordova cost \$324 in 2018, almost 50 percent more than Anchorage and nearly twice the statewide average.

Figure 53: Cost of Groceries for One Week in Cordova and Other Alaska Communities



Note: Data not available for all years in communities.

Source: University of Alaska Fairbanks, Cooperative Extension Service



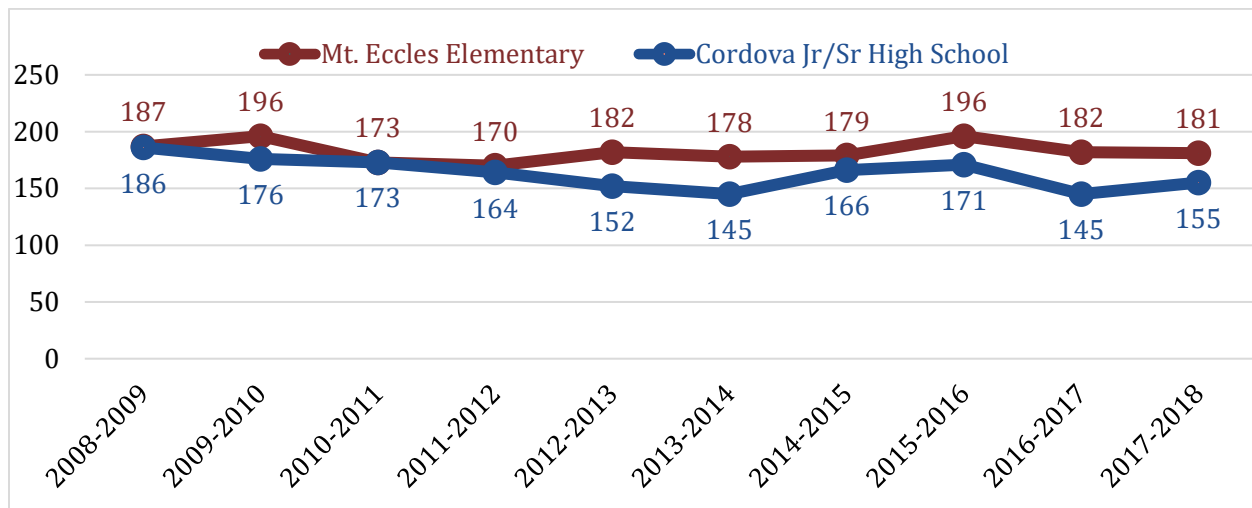
Education

There are two public schools in Cordova, both overseen by the Cordova School District:

- Mt. Eccles Elementary School, with students from preschool through sixth grade.
- Cordova Junior/Senior High School, with students from seventh through twelfth grade.

Overall school enrollment fluctuates annually (Figure 54). Over the past ten years, elementary enrollment has remained flat but junior and high school enrollment has declined slightly.

Figure 54: Cordova School Enrollment, 2008-2009 to 2017-2018



Source: Alaska Department of Education and Early Development, Statistics and Reports

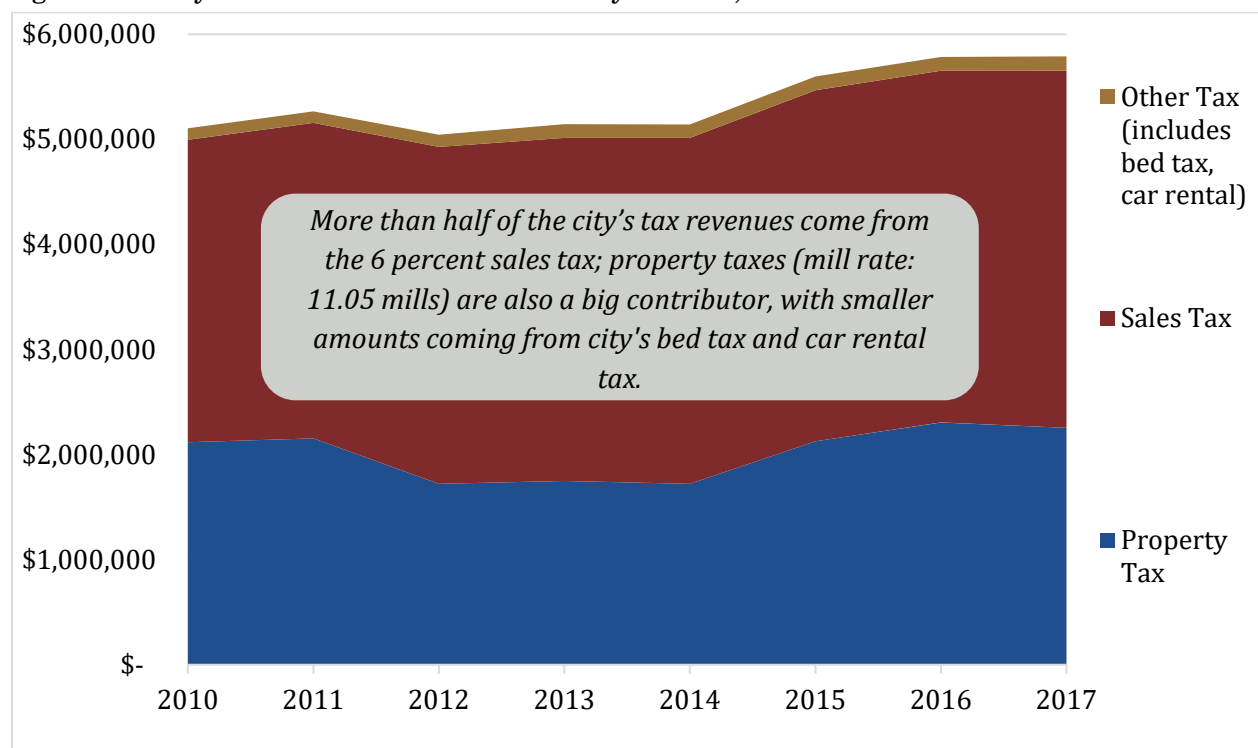
For secondary education, Cordova is served by the Prince William Sound College, based in Valdez with an extension campus in Cordova based out of the high school library. High school students can earn college credit through this program.

Appendix 9: Fiscal Health, Public Facilities and Services Background

Fiscal Health, Public Facilities and Services: What Exists Today

Revenue

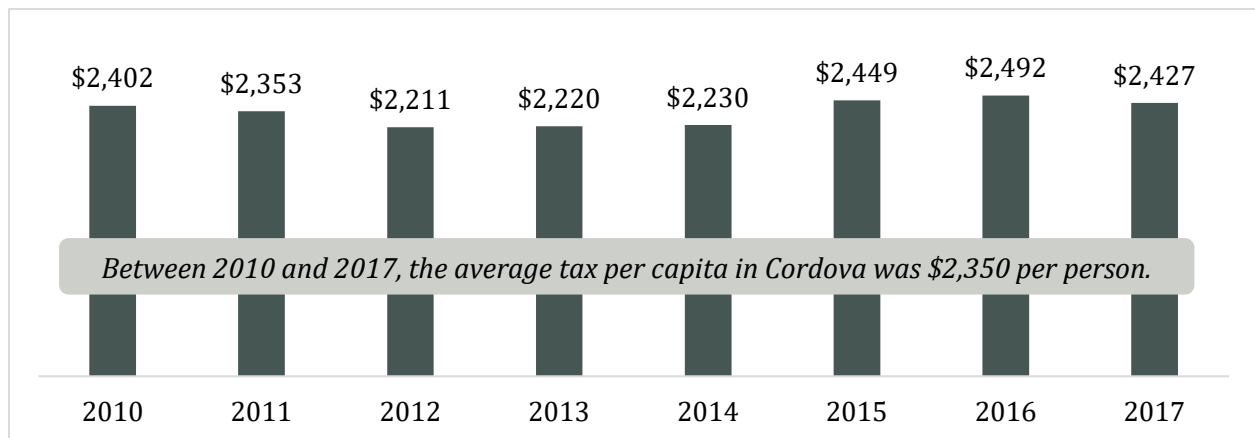
Figure 55: City of Cordova Tax Revenues by Source, 2010-2017



Note: this chart does not include the 0.5% raw fish tax, which was approved by voters in spring 2019.

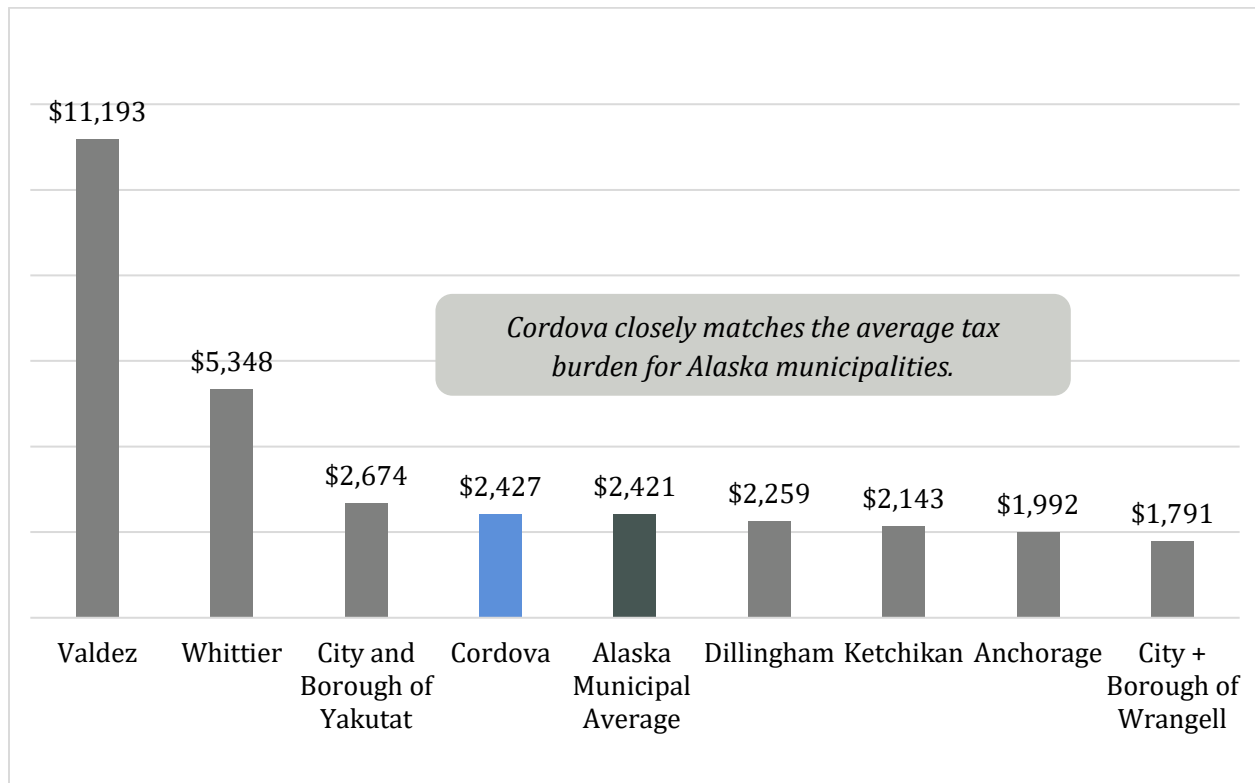
Source: Alaska Taxable Database

Figure 56: City of Cordova Tax Revenues per Capita, 2010-2017 (not adjusted for inflation)



Source: Alaska Taxable Database

Figure 57: Per Capita Tax Revenues for Coastal Communities, 2017



Source: Alaska Taxable Database

Figure 58: Cordova Shared Revenue Funding by Source, 2018

The State of Alaska's revenue sharing program includes a variety of sources like utility cooperative revenues, aviation fuel tax, liquor license fees, and fish taxes. Shared revenues in Cordova accounted for a range of one to two million dollars (7 to 16% of general fund revenues) annually from 2014 to 2018, with \$1.75 million in 2018.

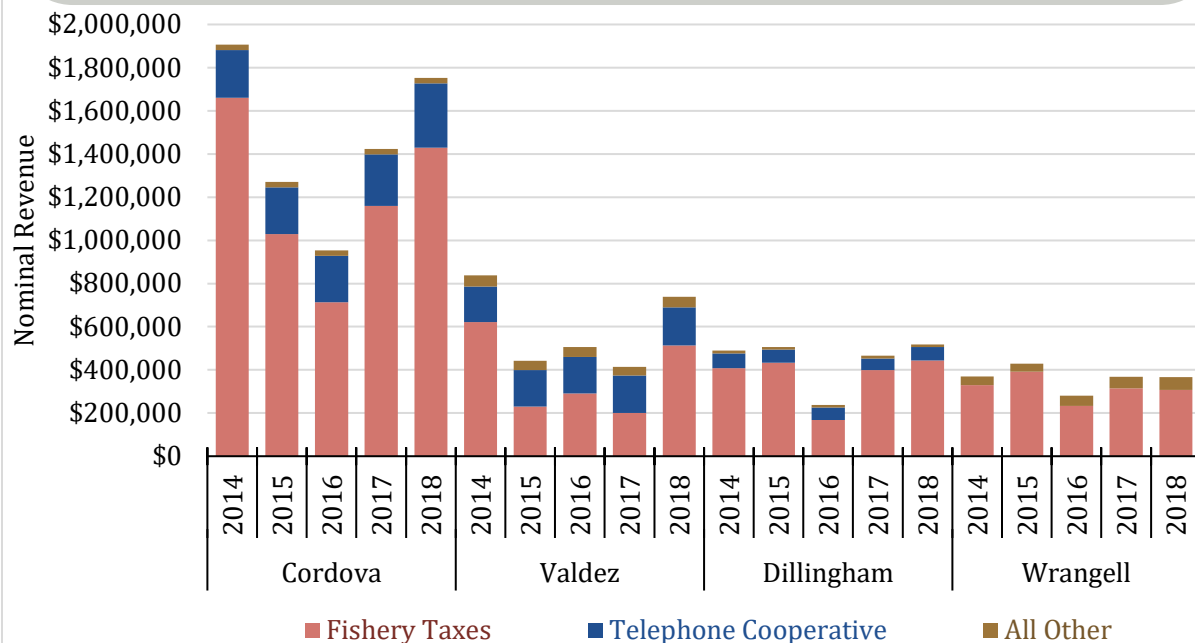
Fisheries Business	Telephone Cooperative	Electric Cooperative	Liquor License	Total Shared Revenues
\$1,429,951	\$297,115	\$13,152	\$11,950	\$1,752,168

Source: Alaska Department of Revenue, 2019

Figure 59: Shared Revenue by Source, 2014-2018 (Not Adjusted for Inflation)

Commercial fishing is the largest source of shared revenue funding in Cordova, with more than 80 percent of shared revenues coming from the fisheries business tax. As defined by state statute, revenues from the sale of fish are first collected by the state, then 50 percent are distributed back to municipalities. Cordova's shared revenues were about 70 percent of the value of property taxes collected in 2018.

Cordova's shared revenues are higher than the City of Valdez, the City of Dillingham and the City and Borough of Wrangell, mostly due to the sale of fish.



Source: Alaska Department of Revenue, 2019

Amid fiscal restructuring at the state level, there is discussion of ending shared revenues. This would have significant implications for Cordova's fiscal planning, with fish tax revenues covering more than 11 percent of the city's expenses.¹¹ Cordova voters recently approved a local raw fish tax. However, the city-implemented tax takes effect in FY2020 and revenues are to be used for harbor improvements, repairs, and maintenance. The tax will be levied on the value of all raw fish landed in Cordova, at a rate of 0.5 percent. The city-levied raw fish tax would be only about one third the value of state shared revenues because the city tax is 0.5 percent of landed value compared to 1.5 percent (half of the 3.0 percent rate levied by the state).

Alaska City Comparisons

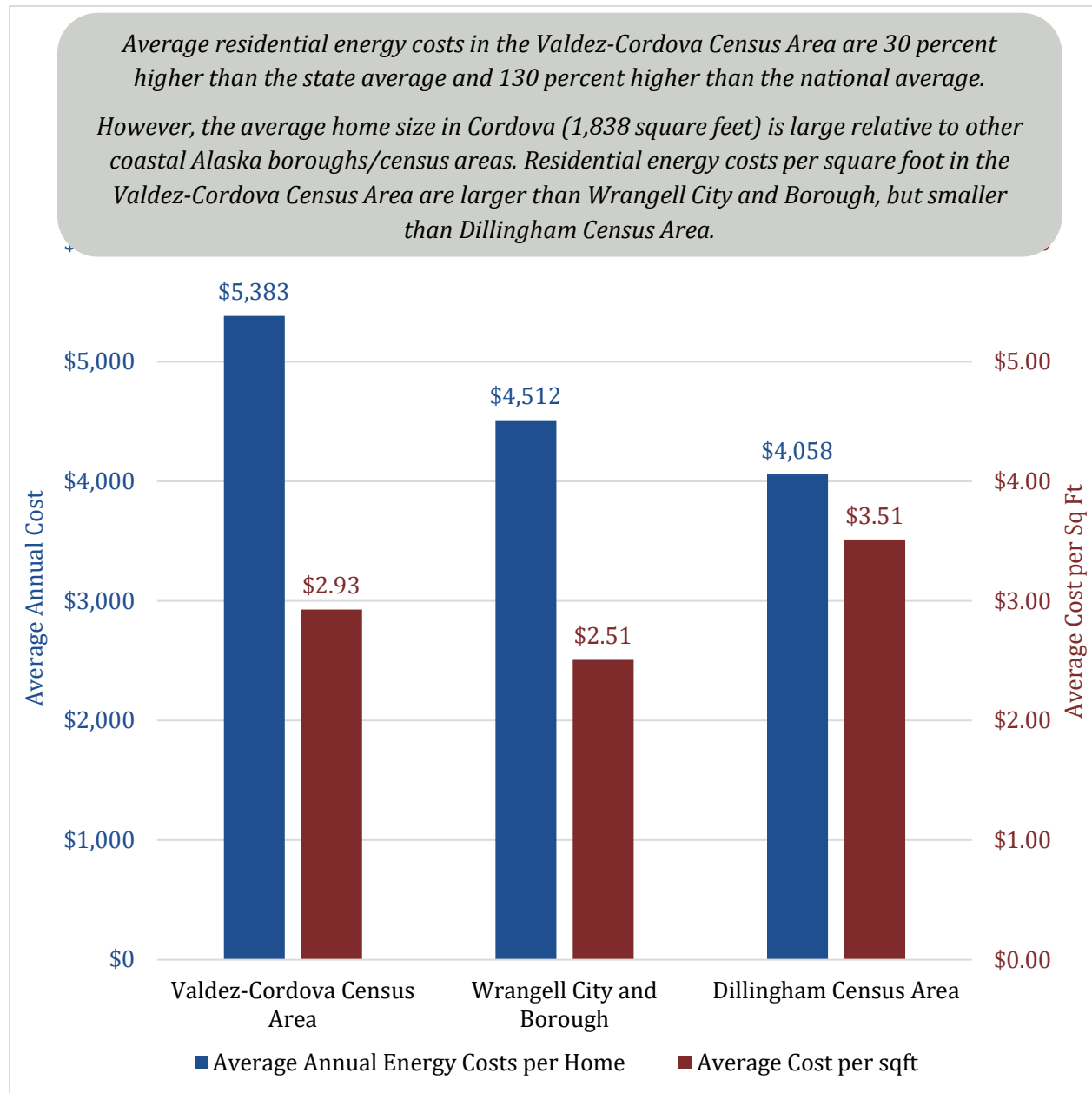
This section compares Cordova to other coastal Alaska cities in terms of income and cost-of-living expenses. For additional details on employment, income and other economic indicators, see the economic development background appendix.

Compared to other cities, Cordova has a relatively high cost of living, especially considering household costs like energy and groceries. Food cost data, presented in the quality of life appendix, demonstrates that typical weekly food costs in Cordova were almost 50 percent higher than costs in either Anchorage or Ketchikan, and about 25 percent higher than costs in Haines. However, residents' incomes may offset some of the higher than average costs associated with living in Cordova. The thriving fishing industry in Cordova contributes to the health of the community with employment, either directly in the fishing fleet or through secondary services like fish processing or support industries such as manufacturing and retail. However, this creates some vulnerability for Cordova's fiscal health when revenue sources like state-community shared fish business taxes are threatened.

Some other coastal communities have economies which are more diverse than Cordova and are driven by port infrastructure. Valdez, for example, is an important port for the export of oil. It is also connected to Alaska's road system, which allows for the transfer of freight between marine and highway vehicles. Other communities like Ketchikan and Haines support their economies with tourist traffic from cruise ships. Going forward, Cordova will need to continue to diversify its economy and revenue streams in order to sustain the economic health of the community.

¹¹ Alaska Public Media, 2019. "Alaska fishing towns would forfeit \$28M in fish tax under Dunleavy budget." Available at www.alaskapublic.org/2019/02/15/alaska-fishing-towns-would-forfeit-28m-in-fish-tax-under-dunleavy-budget/

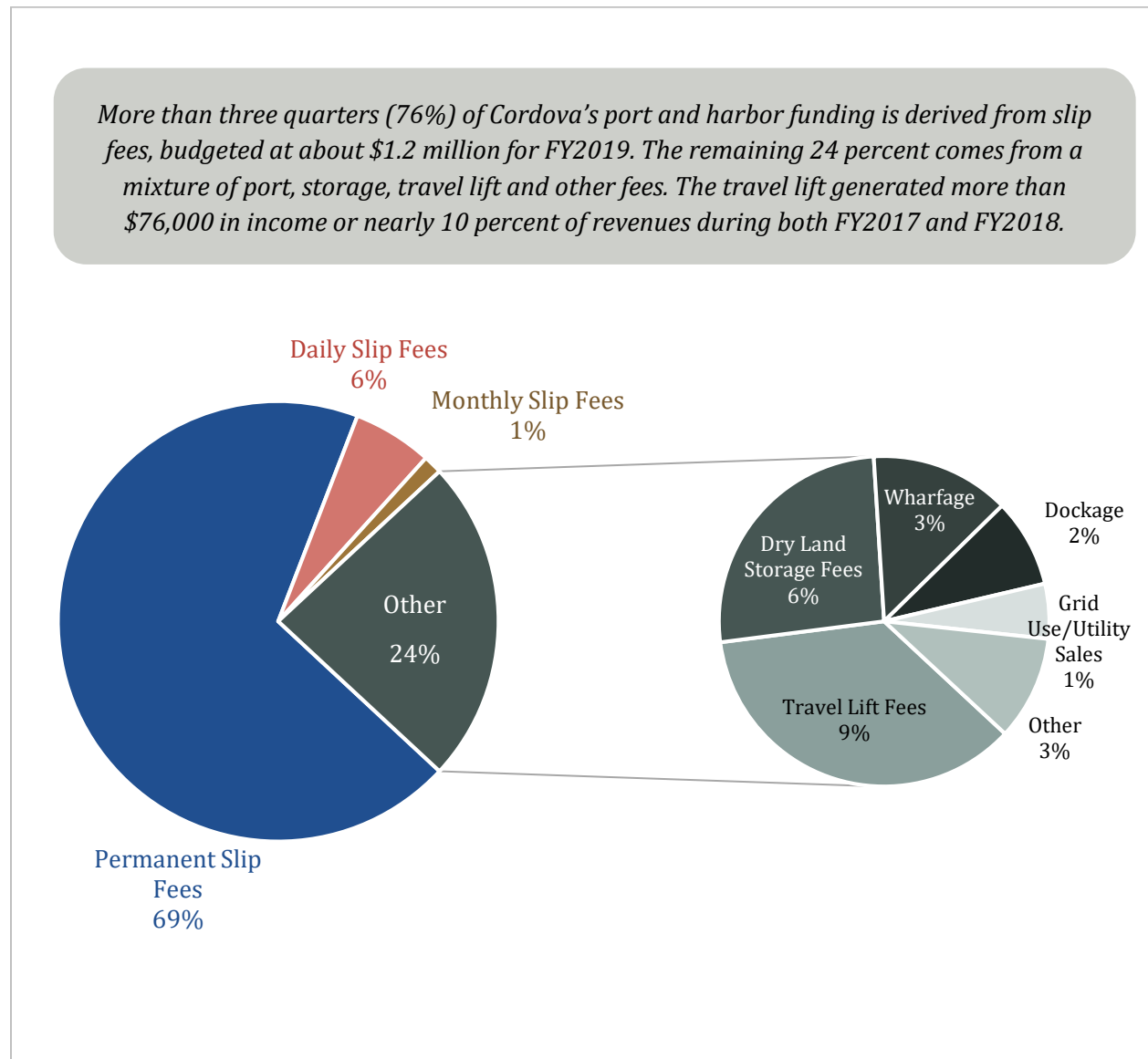
Figure 60: Average Annual Energy Costs of Selected Alaska Census Areas



Source: Alaska Housing Finance Corporation, 2017

Critical Infrastructure

Figure 61. Cordova Harbor Enterprise Fund Budget Revenues, FY2019

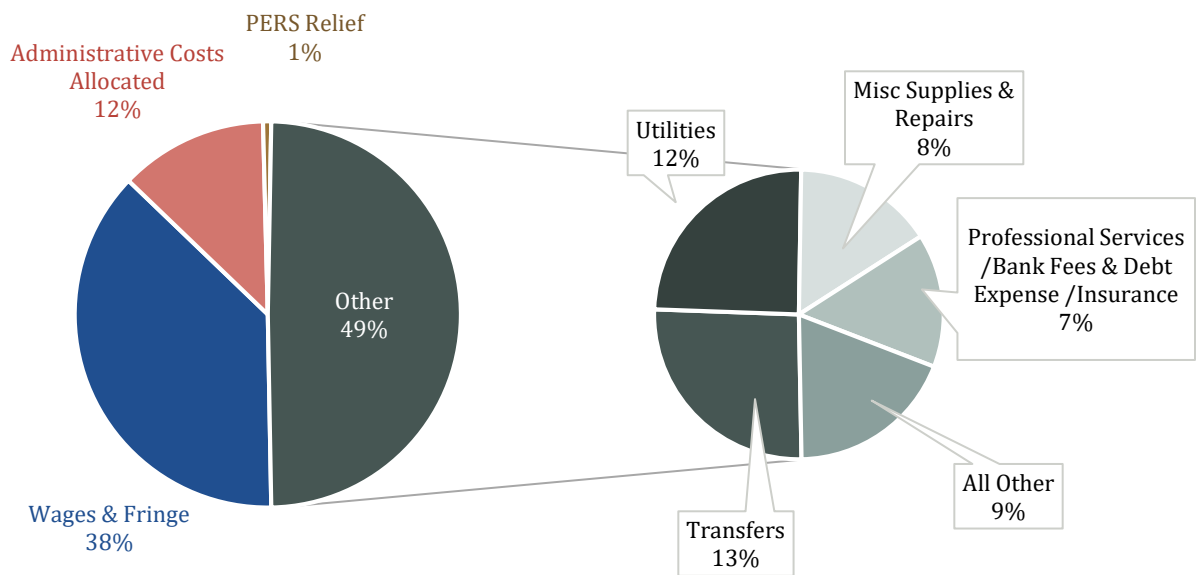


Source: Alaska Department of Commerce, Community, and Economic Development, 2019

Figure 62. Cordova Harbor Enterprise Fund Budget Expenditures, FY2019

About half (51%) of Cordova's port and harbor expenditures are related to staffing and labor requirements. The cost of wages, benefits, and allocated administrative costs total about \$730,000 in the FY2019 budget.

The other half of expenditures are distributed between utility costs such as electricity and water/sewer, supplies and repairs, professional services and planned transfers to other funds.



Source: Alaska Department of Commerce, Community, and Economic Development, 2019

The fiscal health of Cordova's port and harbor can be measured by comparing annual revenues with the annualized costs of regular operations and maintenance, scheduled periodic major repairs, and future infrastructure replacement costs. The port and harbor facilities are in good condition and underwent significant improvements in 2008 and 2009.¹²

Figure 63: Cordova Port and Harbor Life Cycle Costs and Incomes

This table provides estimated annualized costs assuming the port and harbor infrastructure will be replaced in 20 years (2039) at a cost of about \$23 million.

On average, regular operations and maintenance costs are about \$1.3 million per year and actual revenues are nearly \$1.4 million, so the port earns an annual income of about \$92,000.

The Port and Harbor fund also transfers \$168,000 each year to reserve and capital replacement funds, but the annual equivalent costs for major maintenance and harbor replacement are significantly larger at \$79,000 and \$577,000 per year.

Category	Equivalent Annual Cost	3-Yr Average Income	Difference (Income - Equivalent Cost)
Harbor Replacement Capital Costs	\$577,354	\$168,000	(\$409,354)
Major Maintenance and Repairs	\$79,138	\$0	(\$79,138)
Regular Operations and Maintenance	\$1,306,021	\$1,397,831	\$91,810
Total	\$1,962,513	\$1,565,831	(\$396,682)

Source: U.S. Army Corps of Engineers, 2017

Using an annual discount rate of 1.9 percent, the annual equivalent cost of the Cordova port and harbor is nearly \$2 million per year, but earned income falls short of costs by about \$400,000.

This means that to operate, repair, and eventually replace the port and harbor facilities, Cordova would need to generate an additional \$400,000 per year in revenue. Alternatively, replacement funding could come from other sources like grants, debt, or private investment.

In March 2018, Cordova residents passed a resolution to levy a 0.5 percent tax on the value of raw fish landings which can be used only toward port and harbor maintenance and construction.

Source for discount rate: U.S. White House, 2019. "Circular A-94 Guidelines and discount rates for benefit-cost analysis of federal programs, Appendix C." Available at <https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A94/a094.pdf>

¹² U.S. Army Corps of Engineers, 2017. Cordova Harbor, Condition of Improvements, December, 2017. Available at <https://www.poa.usace.army.mil/About/Offices/Construction-Operations/Rivers-and-Harbors/>

Figure 64: City of Cordova 2019 Capital Improvement Projects

The following table summarizes the City of Cordova's Capital Improvement Projects (CIP) list, indicating the community's highest priority needs. This list was confirmed via City Council Resolution in December 2018 and will be updated annually.

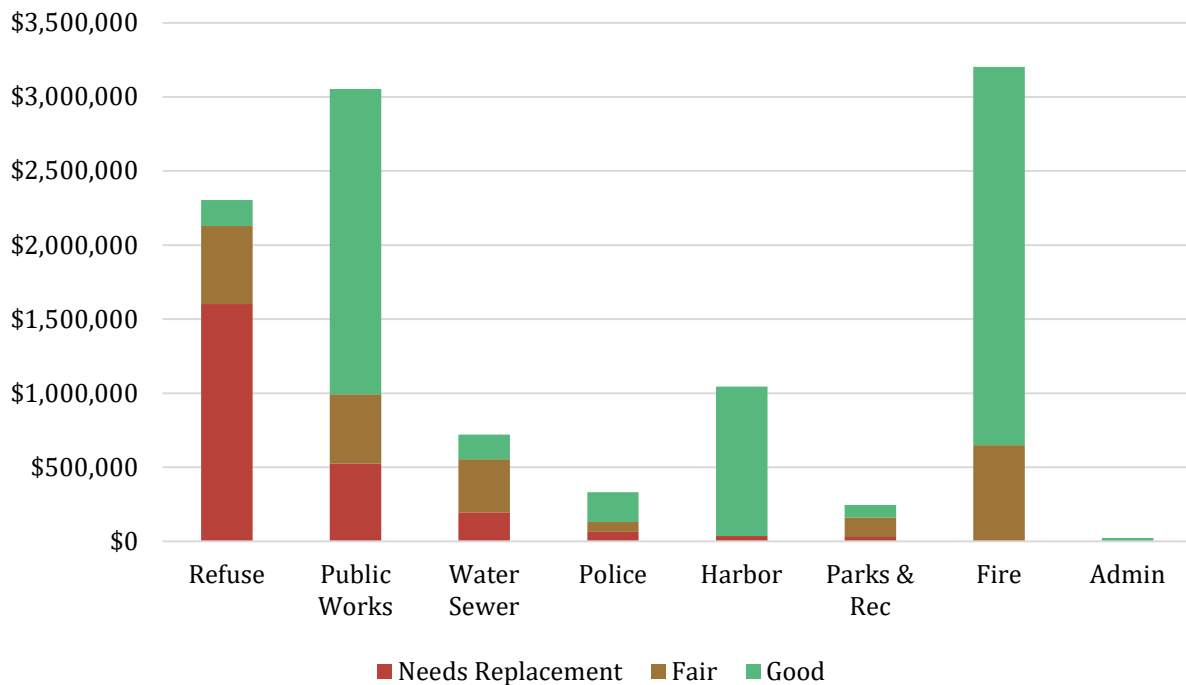
Prio ritie s	De ta ile d A c tivitie s
1. Port and Harbor Renovations	<ul style="list-style-type: none"> a. South Harbor replacement (G, H & J floats priority) b. Shipyard fill expansion c. Harbor basin expansion d. South Fill and Sawmill Avenue extension e. General upgrades (north harbor sidewalks, waste oil building, harbor crane)
2. School Repairs	
3. Large vessel maintenance facility (aka shipyard building)	
4. Public Safety Building	
5. Road Improvements / ADA Sidewalk Improvements	<ul style="list-style-type: none"> a. Cordova Center staircase b. Adams, 6th & 7th Streets sidewalk/drainage project c. Ferry Trail
6. Hospital Upgrades	

Source: City of Cordova; view the resolution here:
<https://www.cityofcordova.net/images/cityclerk/2018/Resolutions/Resolution%2012-18-35%202019%20CIP%20List.pdf>

Figure 65. Replacement Value of Cordova Equipment by Department and Condition

Cordova's 2018 approved budget report identified nearly \$2.5 million worth of vehicles and heavy equipment in need of replacement; 65 percent of that amount can be attributed to vehicles in the refuse department.

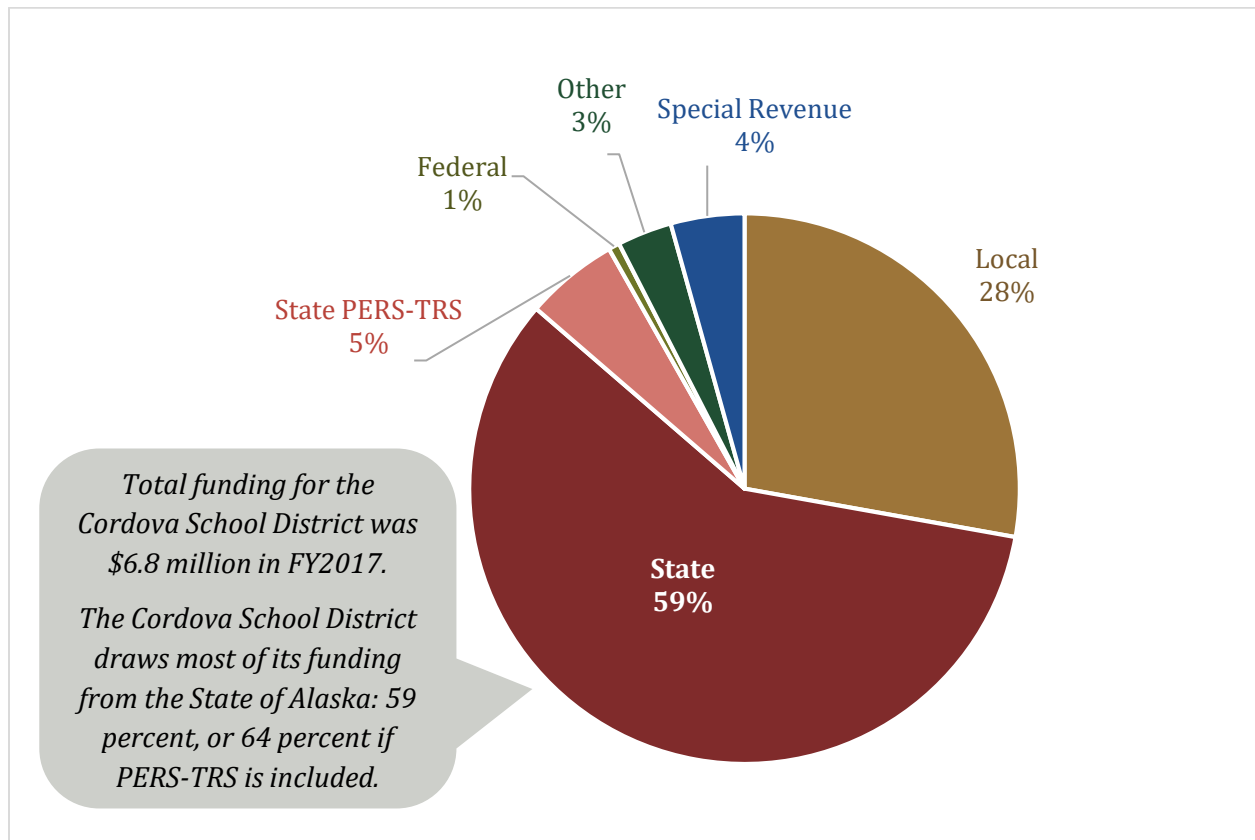
There are also aging vehicles in the public works and water/sewer departments. Many of the vehicles in need of replacement are large pieces of operating equipment like front end loaders or heavy-duty trucks.



Source: City of Cordova, 2019. Personal Communication, May 15, 2019

School District Funding

Figure 66: Cordova School District Funding by Revenue Source, FY2017



	Local	State	State PERS-TRS	Federal	Other	Special Revenue	Total
Amount	\$1,879,270	\$3,953,771	\$369,536	\$44,217	\$216,862	\$292,267	\$6,755,923

PERS: Public Employees' Retirement System

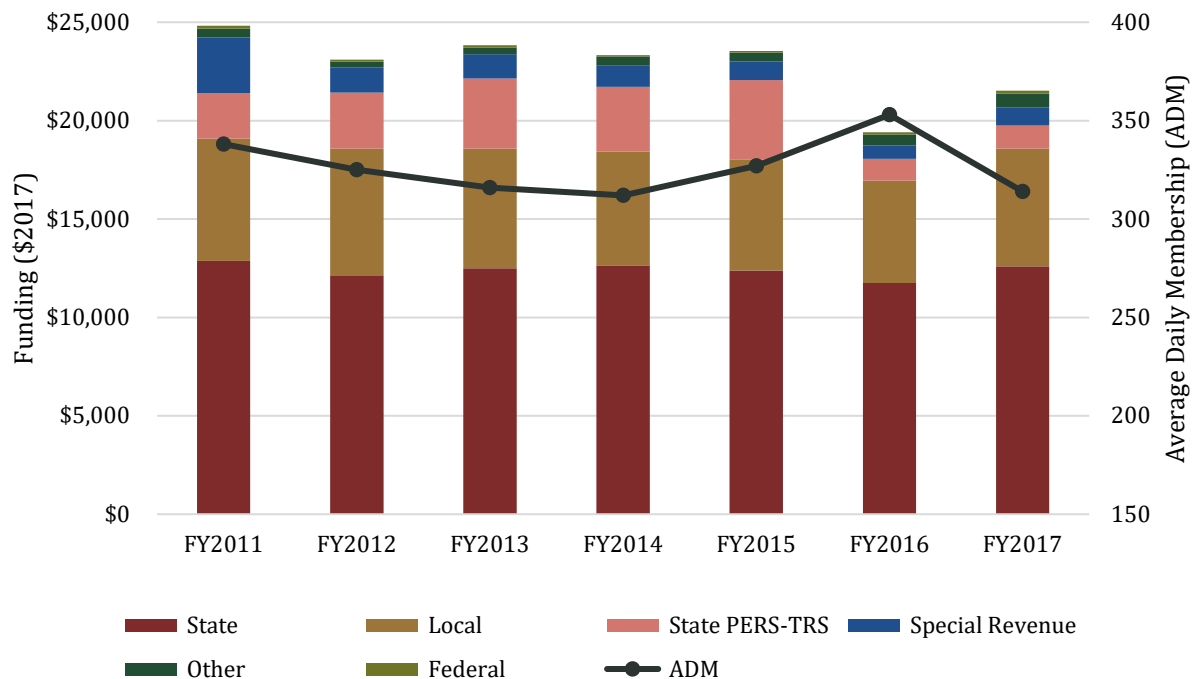
TRS: Teachers' Retirement System

Source: Alaska Department of Education and Early Development, 2019

Figure 67. Cordova School District Funding by Source per Average Daily Membership, FY2011-FY2017

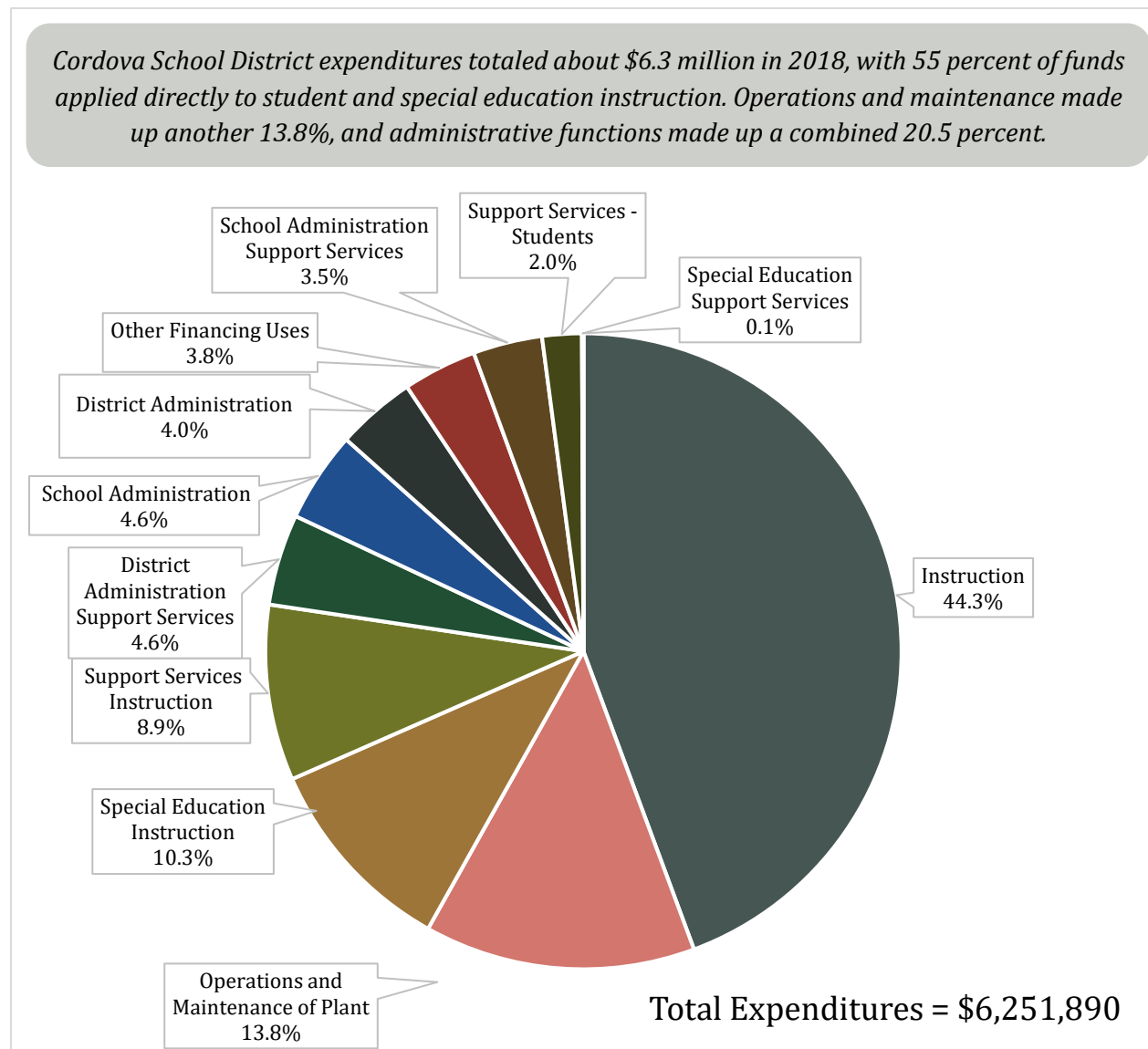
In FY2017 the Cordova School District had an average daily membership of 314 students. On a per-pupil basis, funding is equivalent to about \$21,500 per student.

Local contributions are typically about 25 percent of the total annual funding (17% of general fund revenues) or \$6,000 per student in 2017. State funding for the school district is relatively constant, since state contributions are based on the number of enrolled students. Funding decreases in FY2016 and FY2017 were due primarily to reduction in TRS payments, which do not affect education services.



Source: Alaska Department of Education and Early Development, 2019

Figure 68. Cordova School District Operating Budget



Source: Alaska Department of Commerce, Community, and Economic Development, 2019

The Prince William Sound College, based in Valdez, has a campus extension in Cordova which allows high school students to take courses and concurrently earn an associate degree (PWSC, 2019). The City of Cordova budgeted \$10,000 for the college extension campus in 2018 and 2019 (City of Cordova 2019). Other capital projects include replacement of a fire safety sprinkler system, replacement of an underground fuel storage tank, and relocation of electric generators, all at the Cordova Community Medical Center.

Budget Summary

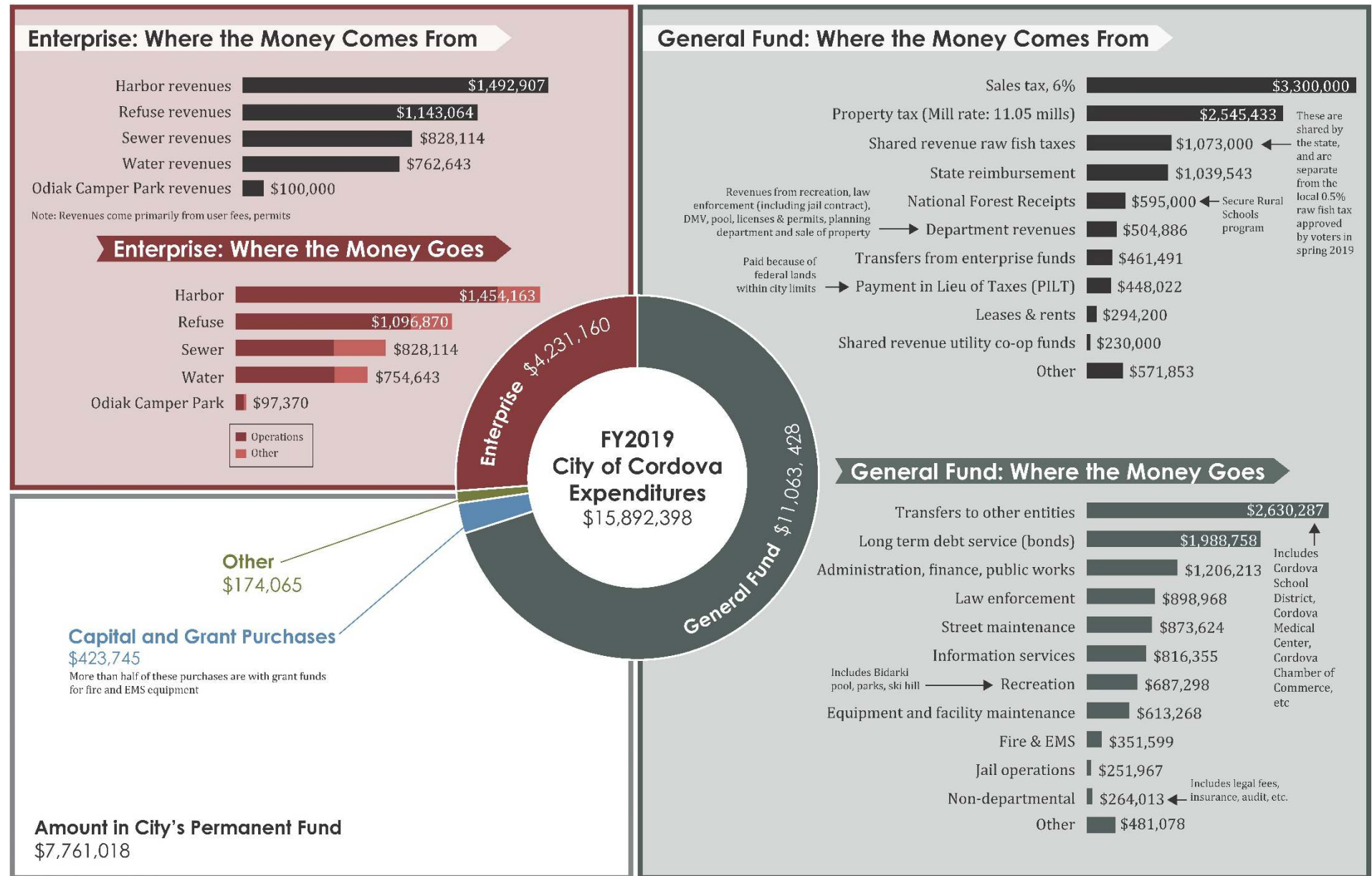
The following page shows Cordova's FY2019 revenues and expenditures, with separate sections for the general fund and enterprise funds, which include the Cordova Harbor, refuse operations, sewer service, water services, and the Odiak Camper Park. Cordova's enterprise funds make up more than 25 percent of all expenditures, but each of the enterprises is self-sufficient, using revenues from user fees and permits to cover costs of operating, debt service, and in-kind service transfers to other departments. The harbor is the largest of the Cordova's enterprise operations, earning nearly \$1.5 million in revenue in FY2019 most of which was derived from slip fees.

Cordova's general fund is used to support various public services as well as normal government operations including the public works and administration, law enforcement, street maintenance, and emergency services. Transfers to entities like the Cordova School District, Cordova Medical Center, and the Cordova Chamber of Commerce make up the largest source of general fund expenditures (\$2.6 million or 16.6 percent). Long term debt service is also a significant source of expenditures, at about \$2 million or 12.5 percent. The city's total long-term outstanding debt amount is approximately \$17 million, or approximately \$7,188 per person.¹³ General fund expenditures for emergency services like the fire department and ambulances seem small, but a significant amount of emergency services funding comes from grants.

More than half of all general fund revenues come from a combination of local sales taxes (\$3.3 million) and property taxes (\$2.5 million). However, as is true with the Cordova School District, a significant portion of general fund revenues, 18 percent, come from the State of Alaska, a combination of shared revenue from fish taxes (\$1.1 million) and state debt service reimbursements (\$0.9 million). Other sources of revenue in Cordova include National Forest Receipts, departmental revenues, enterprise fund transfers, and miscellaneous leases, rents, and federal fee payments.

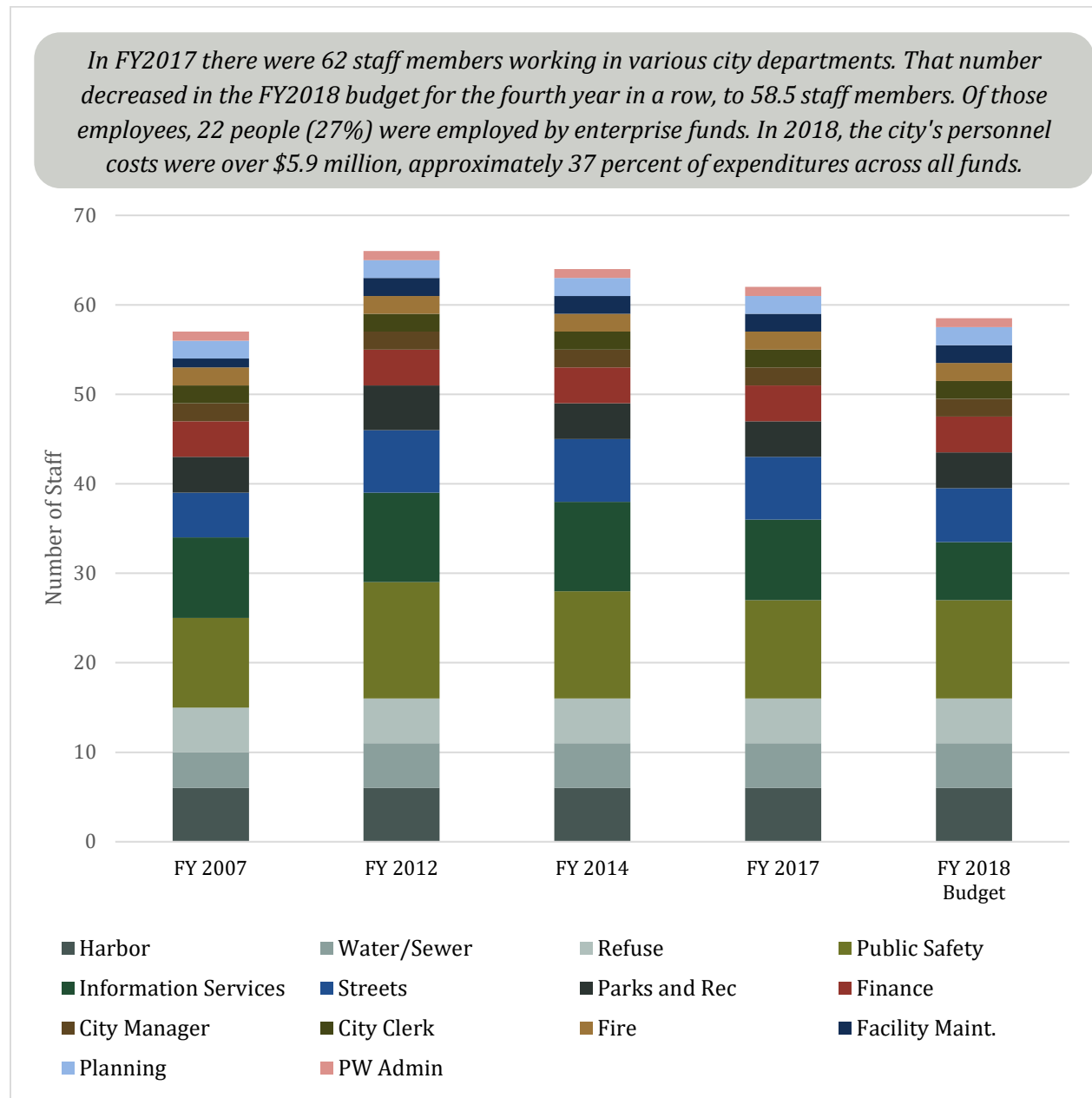
¹³ Almost 60 percent of the long-term debt comes from school bonds; other items on the debt services schedule include water, sewer, roads and the Cordova Center. Payoff dates for current debt range from 2019 to 2037. For an itemized list of city debts, see page 20 of the City of Cordova 2019 budget, available here: <https://www.cityofcordova.net/images/eforms/financial/2019%20Operating%20Budget.pdf>

Figure 69: City of Cordova FY2019 Budget Snapshot



City Staffing

Figure 70. Staffing Requirements for the City of Cordova, FY2007-FY2018



Source: City of Cordova

Appendix 10: Summary of Public Feedback

- Community Conversation #1, October 25, 2018: Summary of Results
- Community Conversation #2, January 30, 2019: Summary of Results
- Question of the Month Results: January 2019
- Question of the Month Results: March 2019
- Community Survey and Interactive Map Results: Snapshot Summary, January 2019
- Summer 2019 Visitor Survey Results
- August 2019 Back to School Night Results

**Cordova Comprehensive Plan Update:
Community Conversation #1, October 25, 2018**

Summary of Results



Activity #1 – Headline Exercise: What is your Future Cordova?

Description of Activity: Participants were asked to write a newspaper headline or lead for a radio story for a publication or broadcast that captures a future vision for Cordova and what the community has achieved within a 10-year time frame.

Headlines/Story Leads

- Cordova is Top 10 in the West: most livable, energy efficient, low violent crime, #1 school
- Cordova has the 5th largest seafood port, a model for sustainable fisheries
- New/clean harbor – element of smart waterfront
- Best tech and infrastructure in the U.S.
- Most resilient community – what will we do next?
- Revitalize Eyak language with 10 fluent Native speakers
- Successful hospital brings back birthing Center
- ¾ of Cordova High School students (juniors) received an AA Degree
- Cordova: leading the way in renewable energy
- Cordova is in the top 10 ports for commercial fish landing
- Cordova in the top 10 for value-added seafood production
- Cordova gets new, affordable housing
- Cordova restaurants stay open all winter long
- Cordova survives extreme weather due to community preparedness
- Record tourism at Child's Glacier
- Cordova is a Blue-Ribbon School multiple years in a row
- Small scale tourism augments fisheries

Headlines/Story Leads

- Sustainable fisheries model for the world
- Multigenerational town continues to grow with sustainable fisheries, small businesses, outdoor opportunities and affordable housing
- Cordova's beautiful working waterfront showcases the balance with small businesses and public natural space
- Cordova, Alaska is the model of health: lowest substance abuse, record graduation rates
- Community establishes climate change readiness plan
- Babies born in Cordova medical facilities again
- Cordova reaches zero waste and 100% renewable energy
- Remote coastal community's gardens provide sustainable food source
- Cordova reimagines city-center landscape; enhances green space and non-motorized pathways
- Cordova opens full service shipyard and renovated harbor
- PWS College expands to multi-dimensional vocation institution
- Cordova voted Alaska's friendliest place for businesses and families
- Cordova trailblazes alternative energy sources, making dams obsolete
- Cordova School District voted most innovative in the world

- Cordova is top notch in emergency planning and preparedness
- Little town is completely renewable energy driven
- Cordova is Alaska's best kept secret
- Cordova successfully harvesting diversified power
- Cordova graduates are prepared for life
- Daily ferry service helps sustain the Local Economy
- Ecotourism destination #1 in Alaska
- Cordova has a self-sustaining and diversified economy
- Salmon supports Cordova
- Cordova is energy independent
- Cordova restores access to Child's Glacier
- AVTEC takes over former public safety building
- Cordova celebrates food independence
- Cordova solves bear problem: community leads Alaska's solution to urban bear encounters
- Cordova is STILL Alaska's safest community
- Cordova, a center of learning
- Infamous Coho replaced with luxury hotel
- Cordova's recycling program rivals any city in the state
- Cordova prepared and able to recover, "They Were Ready"

Activity #2 – What are our potential priorities? What projects or strategies will help us achieve our goals?

Description of Activity: Participants were asked to review a list of potential priorities and share their feedback and additional ideas. The original list in black; **additional recommendations and edits in blue.**

- Replace and expand harbor and waterfront infrastructure **and full-service yard**
- Advocate for consistent, reliable **transportation** (ferry service, **commercial flights**)
- Provide affordable and quality healthcare and housing
- Expand Cordova Center use, revenue generation
- Revitalize main street and uptown; create incentives to renovate and reuse vacant buildings
- Continue strategic marketing and support visitor industry
- Incentivize small business development
- Explore Prince William Sound borough formation – **not supported x 3**
- Improve pedestrian routes, including additional sidewalks and a covered walkway next to the Cordova Center
- Conduct community education on local government processes
- Renovate or** construct a new public safety building
- Expand business counseling and training
- Establish long-term maintenance and replacement plans and budgets for community facilities, **equipment and streets; add as requirement for any new development**

Additions

- Bring back birthing clinic
- Expand economic diversity
- Vocational program support and availability
- Restore access to Child's Glacier; repair and expand Copper River Highway
- Attract appropriately sized ecotourism operators and support businesses
- Densify downtown core with multi-use buildings
- Address child care shortages
- Build apartments
- More opportunities on Forest Service land and State land, such as firewood
- Hospital that is financially self-sustaining
- Expand North and South Fill and shipyard
- Walkway on Adam's Street – Coast Guard housing
- More bear resistant trash cans and dumpsters to reduce human-wildlife conflicts in town
- Outreach to cannery workers to connect them with the community
- Establish waterfront park
- Increase local food production: high tunnel gardens, container farms
- Handicap access from Cordova Center to Railroad Avenue entrance
- Establish bike paths to Whitshed, airport, Orca
- Maintain viewsheds
- Work with partners (Native Village of Eyak, Eyak Corporation, Chugach Corporation, US Forest Service) to identify suitable building areas
- Identify suitable building areas; work with city, with landowners to produce and develop more affordable opportunities
- Affordable, quality, self-sustaining health care AND affordable housing
- Sustain commercial air access
- More ecotourism operators
- Child Glacier access
- Main street revitalization
- Diversify and expand commercial fisheries, take better advantage of existing infrastructure

Description of Activity: For activities #3, #4 and #5, participants were asked to review a list of potential accomplishments (since 2008 Comp Plan completion), values and challenges, and were asked to share any additional ideas and then select their “Top 5”.

Activity #3 – What have we accomplished since we last updated our plan in 2008?

(original list in black, additions/notes in blue)

Accomplishment	# of Votes Received
Upcoming relocation and \$18 million expansion of the Prince William Sound Science Center	26
Completion of the Cordova Center	25
Improvements to trails and recreation sites	25
Increase in emergency preparedness planning	21
Improvement to community drinking water infrastructure	21
Communication and technology expansion, including new fiber optic lines and cell coverage	21
Addition of new travel lift	20
Establishment of the Salmon Jam – Copper River Wild Salmon Festival	19
Completion of school remodel in 2012	18
Road paving projects: Southfill, Adams Street, others	18
Improvements and upgrades at fish processing plants	16
Development of Native Village of Eyak’s Ilanka Community Health Center	16
Expansion of medical capabilities at the hospital	13

Additions

- Some improvements in disaster preparation
- Harborside Pizza grand opening
- New life in local festivals, increasing tourist attendance
- Pioneer Red Dragon Renovation
- CRWSP grants for new culverts helping sustain and improve salmon life
- Ski hill
- Disc golf course
- Cordova buildings are pretty
- Iceworm Festival is AWESOME

- New sidewalks, pavement and drainage
- Mt. Eyak ski area, new track road and cabin
- Growth of Cordova Family Resource Center
- Empowered business owners have updated/renovated facilities
- Expansion and revitalization of fishing
- Marketing of Copper River brand
- CTC Fiber Optic Cable
- Expanded recycling
- Sidewalks/roadworks (paved in harbor)
- Nirvana Park
- Renovation of High School gym
- Went from 28th to 13th largest commercial fishery in the US

Activity #4 – Values: what is important to Cordova residents? What do we value most about our community?

(original list in black, additions/notes in blue)

Value	# of Votes Received
Sense of community, small-town feel	28
Safe, family-friendly, quality schools	27
Access to subsistence fishing, hunting, gathering	25
Beautiful landscapes and views, clean air and water	25
Creative, artistic, well-educated, resourceful, entrepreneurial residents	22
Ready access to outdoor recreation, natural resources	22
Active volunteers, commitment/service to community	21
Support for local businesses	21
Diversity of the community, especially in summer months	16
Access to health care	14

Additions

- Substantial commercial fisheries
- Safe community
- We love Cordova
- Resource independence (food, electricity, fuel)
- We are problem solvers
- Mt. Eyak
- Generosity
- Subsistence hunting/fishing
- Natural beauty
- Public sector employment
- Safety
- Fishing family – lifestyle
- Native Alaskan culture
- Cultural diversity/worldly
- Eco friendly

Activity #5 – What are our biggest challenges and potential areas for improvement?

(original list in black, additions/notes in blue)

Challenge	# of Votes Received
High cost of living	22
Aged harbor, lack of waterfront infrastructure	19
Lack of affordable, quality housing	18
Undiversified economy, overdependence on one industry	17
Volunteer fatigue	17
Limited wintertime employment opportunities	13
Small workforce, limited training and certification options	12
Maintenance and sustainability of public facilities	12
Lack of access, ability to effectively move goods and people	11
Limited land base and options for growth	9
Limited affordable, appropriate commercial space	8
Limited tourism infrastructure and activities	8

Additions

- Need sidewalk/bike path on Copper River Highway and Whitshed
- Limited land
- Public access to waterfront
- Substance abuse and mental health issues
- Lack of enforcement of zones i.e. commercial stuff everywhere, junk yards. Instill property pride.
- Fire Hall
- Need a true retail district
- Profitable hospital
- Traffic/pedestrian congestion during sportfishing season
- Reliance on state ferry/barge for food
- Maintaining and sustaining private businesses
- More notable “hometown brands” (e.g., successful local businesses)
- Summer housing
- Too salmon centric (no diversity of fisheries)

Cordova Comprehensive Plan Update: Community Conversation #2, January 30, 2019

Summary of Results



Activity #1: Discuss Map and Survey Results: What is missing?

Description of activity: *Participants were asked to review the snapshot of the interactive map and community survey results; the room was split into small groups and each group identified topics, project and strategies they felt were missing.*

View the Snapshot here: http://cordovacomplan.com/wp-content/uploads/2019/01/Cordova-Comp-Plan_Snapshot_January2019.pdf

Housing

- Expand water service.
- Revitalize existing housing.
- Create more affordable, strategically located and accessible housing.
- Increase the amount of seasonal housing.

Economic Development

- Fiber optic construction.
- Establish more festivals and events to bring residents together and attract visitors to town, including Filipino Independence Day and a Pacific Rim festival.

Health + Environment

- Identify a new location and relocate the public safety building. One potential suggested site: the intersection of Lefevre and the Copper River Highway.
- Increase medical support services for older residents to stay in Cordova as they age.

Transportation and Maritime

- South Fill expansion needs to consider Shorebird Treaty and shorebird habitat.
- Need weir maintenance at Six Mile.
- Combine the ferry and air service strategy into one strategy: “Secure more consistent, reliable ferry and air service.”
- Improve and increase water-based freight services.

Activity #2: Strategy Discussion

Description of Activity: Participants were divided into small groups. Each group identified a priority strategy and brainstormed responses to the following questions: How can we be successful with this strategy? What are important next steps?

Brainstorm: Small Business Incentives

- Consider tax abatements and tax relief for new businesses.
- Establish revolving loan programs. For example, local government could help cover costs of important infrastructure at low interest rates.
- Establish a co-op loan program.
- Focus small business incentives on specific industries that are needed in the community, and in locations that align with the Cordova Comprehensive Plan.

Brainstorm: Improve Air Service and Freight

- Summary of the challenge:
 - The loss of half freight/half passenger service from Alaska Airlines has hurt cargo deliveries.
 - There are only three Alaska Airlines freight planes for all of Alaska.
 - Under the current administration, ferry service may further decline, increasing the importance of air service.
- Cordova and other remote communities need to put pressure on Alaska Airlines for better freight service.
- Are there other smaller, Ravn-type airlines that could serve the community?
- There are not many coastal representatives in Juneau. How can we increase representation?
- Small businesses will struggle to operate and sustain themselves without consistent transportation.

Brainstorm: Revitalize Housing (two groups covered this topic)

- Expand affordable housing in strategic locations that are accessible/walkable to reduce the need for parking and vehicle use. Incentivize efficient, smaller units such as studios and one bedrooms.
- For older residents and those with mobility challenges, consider accessibility and safety. Some of the neighborhoods are too hilly to walk safely. Apartment buildings may need elevators for older residents.
- Increase the availability of seasonal housing.
- Establish property tax abatement program to revitalize Main Street and help make housing and redevelopment projects more financially feasible.
 - The program could also include local hire or supply requirements.
 - The City could offer a year of abatement for every housing unit created.
- Potential locations for new housing:
 - Main Street (would increase accessibility and reduce need for parking)
 - Consider rezoning South Fill to allow for higher density housing near the harbor, such as apartments.
 - Buildings that could be renovated to provide housing:
 - Old gingerbread house
 - The Alaskan

- Salvation Army Building
- Old Coho
- other vacant properties
- Reach out to Alaska Housing Finance Corporation (AHFC) or a private developer to inquire about creating a larger housing project. What options exist to do a multi-story mixed use development with 1st floor commercial and two floors of residential?
- Encourage residents to add accessory dwelling units to their properties to increase density and housing options.

Brainstorm: Improve Parking and Transportation

- If the public safety building gets moved, could that be turned into additional parking?
- Cordova needs more efficient walkways/connectivity and more sidewalks.
- Consider creating a Complete Streets policy for Cordova.
- Establish more handicap accessible sidewalks and construct easier/less steep trails for more accessible recreation.
- Add more boardwalks around town.

Brainstorm: Repair and Expand (not Replace) Harbor

- Apply for a Tier 1 grant.
- The Cordova City Council has authorized putting a bond issue on the ballot in March; public education will be important to build support (\$5 million for the state grant, \$5 million for bond measure).
 - Provide information about how many new slips will be created as a result of repairs (some are unused now due to damage).
 - Promote the connection between an increase in slip fees, and improved harbor maintenance.
 - Provide education: what will \$10 million bring for the new harbor? How much more will be needed to complete the job?
 - Consider dedicating a portion of slip fee increase to future maintenance.

Activity #3: How can we create more jobs?

Description of Activity: *Participants were divided into small groups. Starting with the initial survey responses on the Snapshot handout, each group brainstormed how Cordova can create more year-round jobs.*

View the Snapshot here: http://cordovacomplan.com/wp-content/uploads/2019/01/Cordova-Comp-Plan_Snapshot_January2019.pdf

Expand Fisheries

- Encourage year-round processing to keep people in town. The infrastructure is here already.
- Some Cordova fishermen participate in year-round fisheries that are harvested in Prince William Sound but must deliver their catch to Whittier or Kodiak for processing. Are there opportunities to do more processing here?
- One of the challenges is dealing with the cost of outfall from low-value fish. Are there creative ways to address this?
- Potential fish for year-round processing include Pacific cod, pollock, flatfish.
- Expand value-added processing.
 - Promote the DEC-approved commercial kitchen in the Cordova Center.
 - Encourage residents to do more jarring, canning out of season.
 - Expand out of town marketing and sales.
- Advocate to UAF to continue funding Cordova's SeaGrant position.
- Encourage the Science Center to expand relevant industry research such as testing shellfish.

Improve Local Hire, Training and Career Growth

- Increase opportunities for residents to develop trade skills that are needed in Cordova through vocational training. Many of Cordova's tradespeople will retire soon and younger people will need to fill those roles.
- Establish training programs; recruit tradesmen to teach courses in Cordova for needed trades such as welding, mechanics, electricians, plumbers, HVAC, carpenters. If the public safety building is relocated, the building could be repurposed into a training space like AVTEC.
- Encourage large local employers to create more entry level roles and offer in-house training to make it easier for locals with limited experience to have more economic mobility and career growth. This includes the Forest Service, the City, non-profits, etc.
- Encourage major employers to better market employment opportunities in the off season. Some residents may opt to stay year-round if they realize there are so many jobs available.
- "We don't need to grow our summertime population, but we do need to keep more people here in the off season. Even an increase of 200 or 300 in the winter would make a big difference. I don't think we want our summertime population to grow any more -that would put a strain on our resources like parking and housing."

Expand Existing and Emerging Industries

- Tourism
 - Expand small-scale tourism such as heliskiing in the winter, fishery charters in summer.
- Agriculture
 - Expand the production of local produce.
 - Create high tunnel greenhouses at 5-mile loop to support year-round production of produce.
 - Native Village of Eyak may have explored this – follow up to see what happened and what was learned.
- Encourage new businesses in town such as a microbrewery or kombucha maker.

Support Entrepreneurship

- Establish a business incubator.
- Expand regional branding and promote local crafts; establish a “Made in Cordova” brand.
- Establish a Maker Place:
 - This should include tools, space and equipment such as woodworking tools and a kiln.
 - Arts and crafts can promote community building and help mental health.
 - Identify potential donors of space/land, such as the old high school.
 - Potential collaborators include Native Village of Eyak, Eyak Corporation, Rasmussen, Murdoch Charity Trust, etc.

Increase and Promote Cordova’s Quality of Life

- Promote Cordova as a great place for telecommuters; strong communication connectivity, high quality of life.
- Advertise Cordova at Universities to young graduates who want an active lifestyle.
- Could Cordova host a call center?
- Need more year-round restaurants. Residents may be more willing to stay year-round if things do not shut down in the off-season.
- Support Cordova’s aging residents and attract additional seniors by expanding the array of support services such as personal health aides, in home care and assisted living.
- Pursue upgrades at the ski hill, such as snowmakers and a new motor for the lift. In order to promote ski tourism, there needs to be reliable snow throughout the winter.

Address the High Cost of Living

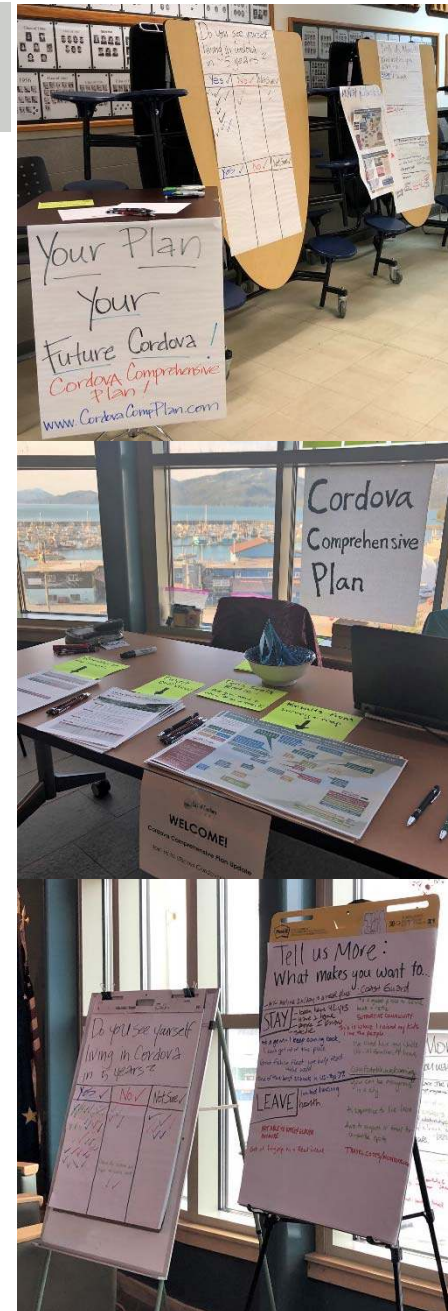
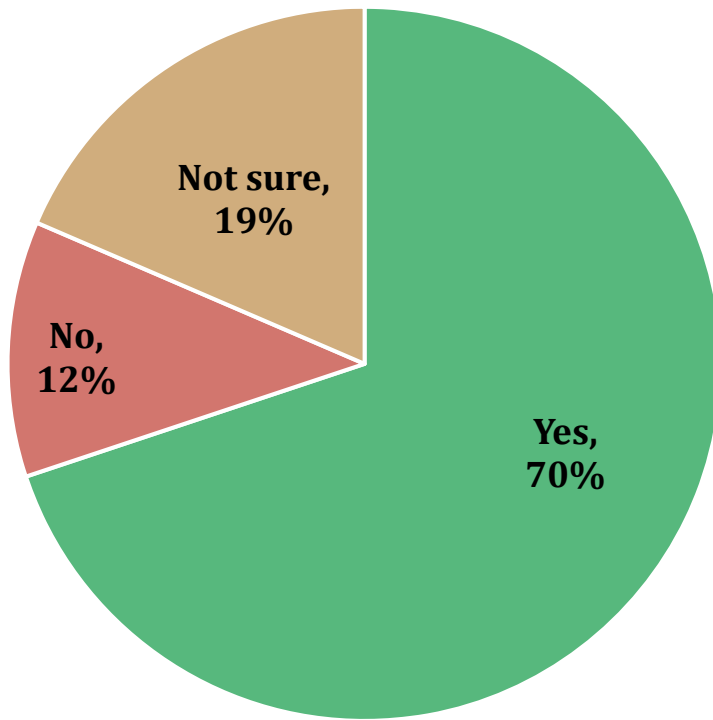
- The cost of housing limits new job growth. Over the coming years we are losing approximately 30 housing units due to older buildings being demolished, which will make the problem worse.
- Local businesses are having a hard time getting people to stay (restaurants, businesses) and have to close because they can’t find qualified staff. Many staff leave due to cost of living; it’s hard to live in Cordova if you have a lower-paying job.
- Address freight costs to address high business costs.

Cordova Comprehensive Plan Update

Question of the Month Results: January 2019

A total of 259 residents responded to the January Question of the Month, either electronically or in-person during the Iceworm Festival.

Do you see yourself living in Cordova in five years?



What makes you want to stay?

The following word cloud was generated using combined comments to this question. The size of a word in the cloud is based on the frequency each word was mentioned in survey responses; largest words were mentioned most frequently.¹ Representative quotes are shown on the right.



“Cordova is the greatest town I’ve ever lived in. It’s beautiful and quirky and amazing...Nothing beats Cordova!”

"I live in Cordova because it is exactly the place I want to live, great work/life balance, out the door adventure, quality rural lifestyle with a splash of cosmopolitan perspective."

"I can't get rid of this place. It sticks with you."

"It's my home. I love the feeling of community and having my family here. This has been my family's home for generations."

"We have a great fishing fleet. We help feed the world."

“Youth grow up feeling loved. It’s beautiful here.”

"The beautiful natural surroundings. In just a 5-minute drive we are in one of the most beautiful places in the world. Our livelihood is here, as long as we fish commercially it is preferable to live in Cordova."

“The people, outdoor opportunities, community spirit, cultural events, activities for kids, security, Mt Eccles Elementary, Net Loft, the food, and summer.”

“The people and the lack of people.”

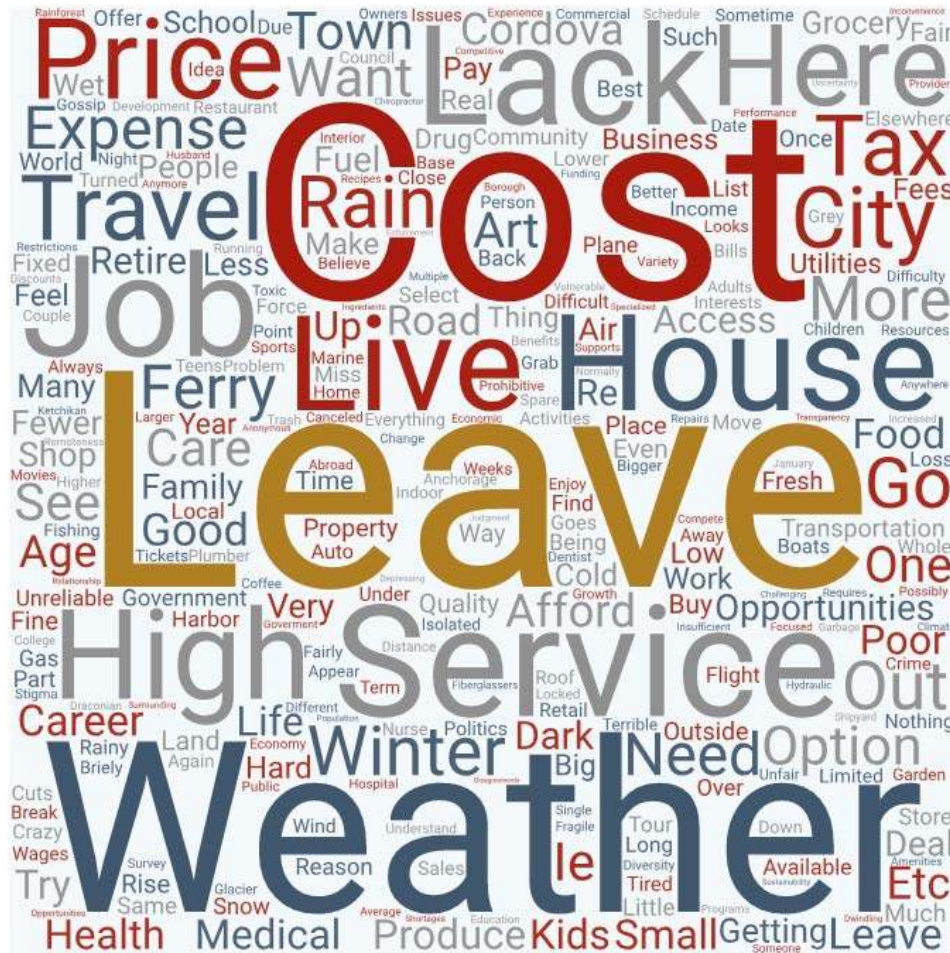
"I've been here fifty years, what's another five?"

“Community is supportive of education, school and teachers.”

¹ Word clouds were generated using Word Cloud Art: <https://wordart.com>

What makes you want to leave?

The following word cloud was generated using combined comments to this question. The size of a word in the cloud is based on the frequency each word was mentioned in survey responses; largest words were mentioned most frequently.² Representative quotes are shown on the right.



“High cost of ferry and flight travel. High cost of food and unreliable service so sometimes there is no fresh produce.”

“The weather, opponents to business development, lack of winter fisheries, inability to find qualified workers in winter.”

"Loss of our road, ferry, and air service, lack of restaurants, lack of small businesses to shop at, retail businesses closing."

"If I had to pick a reason to leave it would be access to a variety of medical services as I get older."

"It is so expensive to leave town. We miss our families and want to see the world, but it is very cost prohibitive."

"Lack of decent, affordable housing. Limited options for buying and renting. Housing is a real problem here."

"We are a retired couple on a fixed income, the cost of living and health care may force us to make a move."

“The climate and the darkness in winter.”

"I will leave for school. I've lived here my whole life and I want to experience other things."

"If it turned into Ketchikan I would leave -I'm not interested in big tour boats."

² Word clouds were generated using Word Cloud Art: <https://wordart.com>

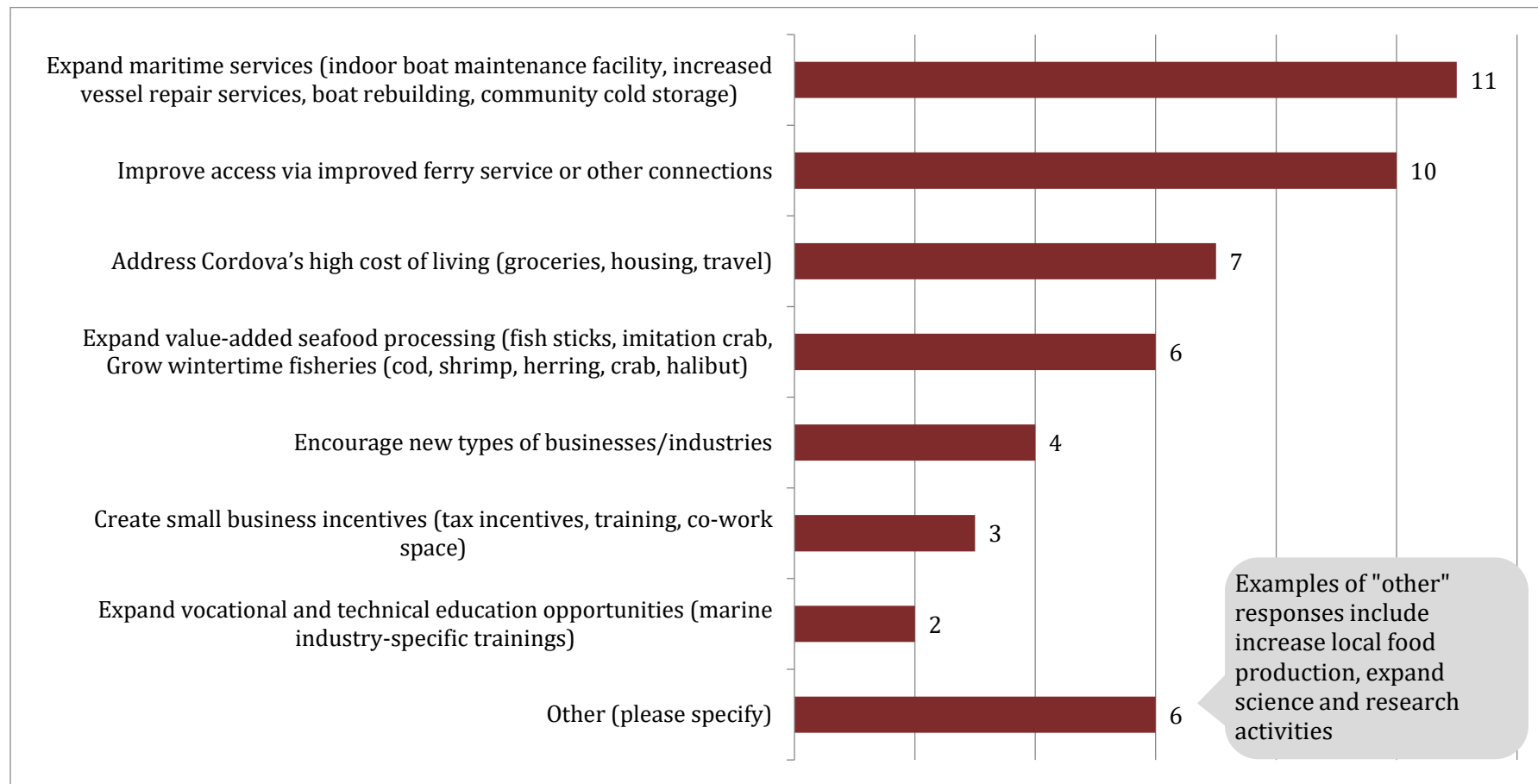
Cordova Comprehensive Plan Update

Question of the Month Results: March 2019

A total of 49 residents responded to the March Question of the Month.

Which potential idea do you think would bring the most economic benefit to Cordova residents?

"economic benefit" was defined to mean more year-round jobs, more business, increased revenue to support community priorities



After selecting a choice, respondents were asked two follow-up questions. Themes and representative quotes for the top choices are below.

Economic development idea	Response themes	Quotes: What is the most important action the community can take to successfully implement the idea?	Quotes: How will you contribute to the success of the idea?
<i>Expand maritime services</i>	<ul style="list-style-type: none"> • Repair, improve the harbor and boat yard • Incentivize fishermen to move to Cordova and encourage owners to use local services • Develop deep water accessible real estate • Create, develop additional waterfront land 	<ul style="list-style-type: none"> • “Get that harbor in shape. Support the industry that has sustained us.” • “Encouraging boat owners to utilize Cordova’s diverse maritime skillsets.” 	<ul style="list-style-type: none"> • “I will promote the maritime resources Cordova has while fishing in other communities.” • “Pay my taxes and vote for marine related / harbor updates.”
<i>Improve access via improved ferry service or other connections</i>	<ul style="list-style-type: none"> • Advocate for better service • Participate in the SE Conference Reform Initiative • Build a road • Explore creation of an independent ferry 	<ul style="list-style-type: none"> • “Advocate at all levels of state government.” • “Explore other possible transportation options with private industry.” 	<ul style="list-style-type: none"> • “Write to the legislature.” • “Facilitate and negotiate with other Prince William Sound communities.”
<i>Address Cordova’s high cost of living</i>	<ul style="list-style-type: none"> • Lower cargo and shipping costs • Encourage more businesses and competition • Address high housing costs 	<ul style="list-style-type: none"> • “Encourage other businesses to come into Cordova. Costs are high because there is no competition.” • “Look into land, grants, incentives and housing partnerships like what Petersburg did.” 	<ul style="list-style-type: none"> • “I will continue to purchase locally as much as possible.” • “I just bought a house and we rent a room for a relatively affordable price.”
<i>Expand value-added seafood processing</i>	<ul style="list-style-type: none"> • Expand wintertime fisheries • Create more waterfront real estate • Strengthen relationship with local processors • Advocate for continued ADF&G funding 	<ul style="list-style-type: none"> • “We need more waterfront real estate available: North Fill.” • “Keep the pressure on ADF&G to keep this office open and fully staffed and fully funded.” 	<ul style="list-style-type: none"> • “My husband would be interested in winter fisheries if they are close to home.” • “Support land management by the city.”
<i>Other</i>	<ul style="list-style-type: none"> • Tax incentives, business support, marketing for small businesses, business incubator • Establish volunteer days • Leverage the Cordova Chamber, Science Center, PWS Community College and other organizations to address priorities 	<ul style="list-style-type: none"> • “Provide tax incentives and affordable business space so entrepreneurs and start-up companies can establish a sustainable future.” 	<ul style="list-style-type: none"> • “Making my business beautiful and my product affordable, proactively helping others to do the same. Buying local!” • Serve on Chamber Economic Development Committee, write grants.

Cordova Comp Plan Update Survey + Map Results, Jan 2019: What you have to say

A summary of most repeated and supported themes, strategies and project ideas from the comment map and survey

Close to 600 Responses Received!

- **268 comments** on the interactive project comment map (*this side*).
- Another **327 responses** to the survey (*flipside*).

Recreation

Transportation

Economic
Development

Maritime

Housing

Health +
Environment



City of Cordova
ALASKA

Project Website

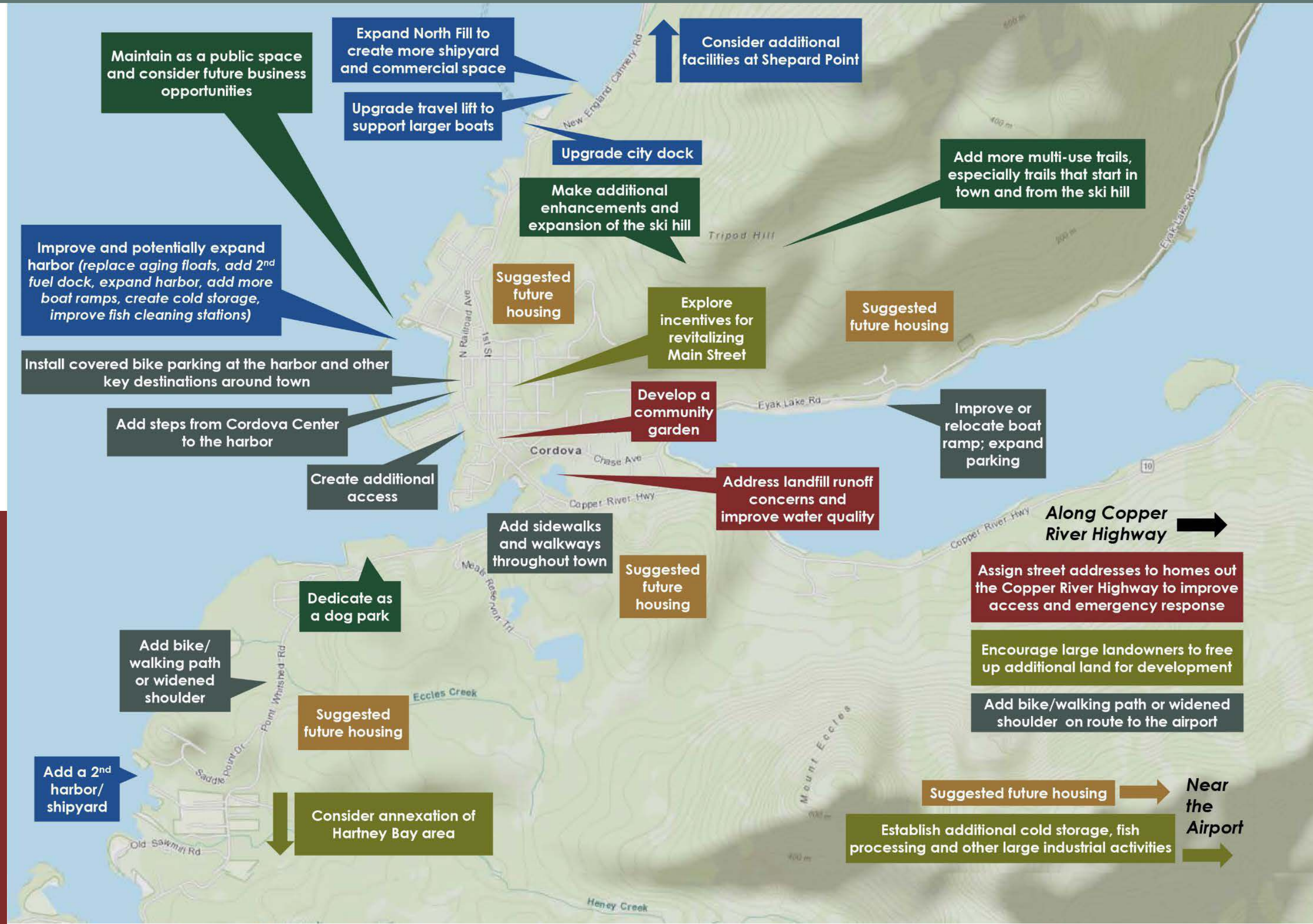
Visit the project website for more information and to sign up for updates:

www.CordovaCompPlan.com

Project Contacts

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planning2@cityofcordova.net

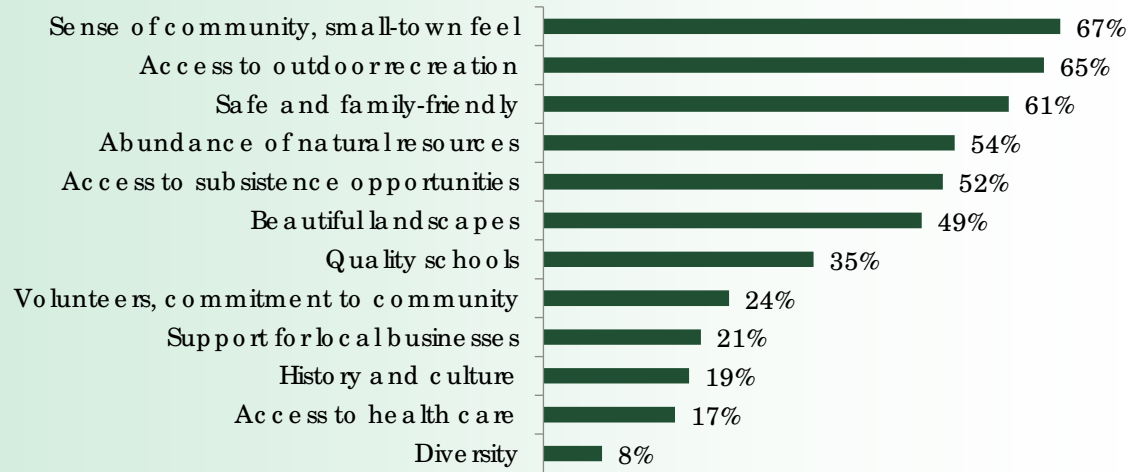
Shelly Wade, Project Manager
Agnew::Beck
907-242-5326
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Cordova Comp Plan Update Survey + Map Results, Jan 2019: What you have to say

A summary of most repeated and supported themes, strategies and project ideas from the comment map and survey

What do you most value about Cordova?

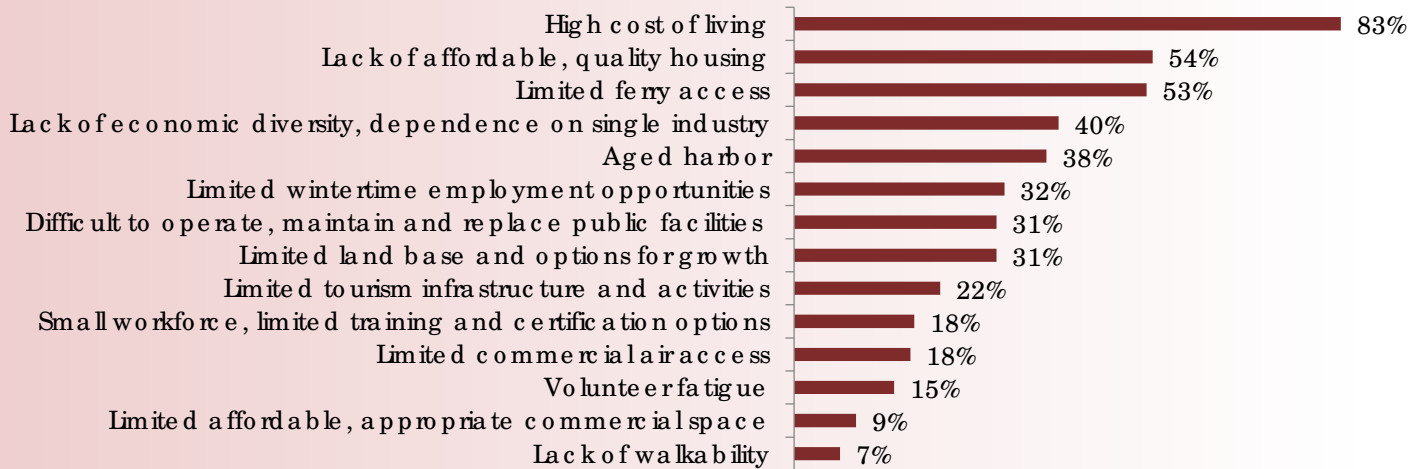


"Cordova is a wonderful community because it is small, because of the strong fishing economy, and because of the vibrant people who would not fit in anywhere else."

How can Cordova create year-round jobs? Your ideas:

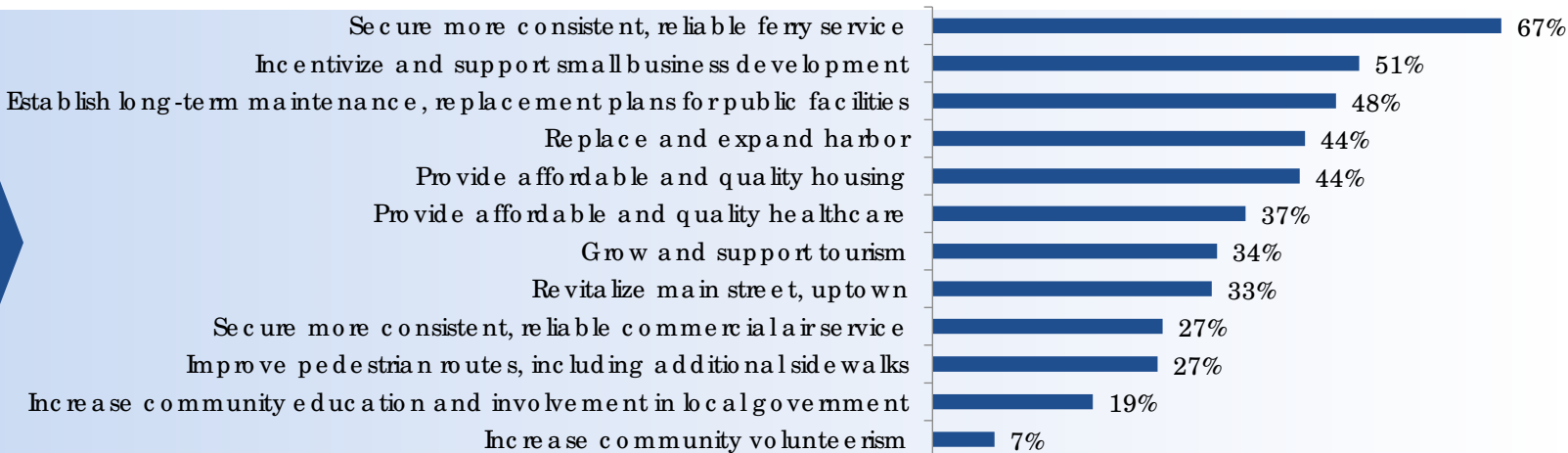
- ❖ Diversify the economy (agriculture, aquaculture, more small-scale tourism, timber)
- ❖ Expand maritime services (indoor boat maintenance facility, increased vessel repair services, boat rebuilding, community cold storage)
- ❖ Expand value-added seafood processing (fish sticks, imitation crab, smokehouse)
- ❖ Grow wintertime fisheries (cod, shrimp, herring, crab, halibut)
- ❖ Expand vocational and technical education opportunities (marine industry-specific trainings)
- ❖ Create small business incentives (tax incentives, training, co-work space)
- ❖ Improve access via improved ferry service or other connections
- ❖ Address Cordova's high cost of living (groceries, housing, travel)

What are Cordova's biggest challenges?



"I love this town and hate the thought of having to leave but it costs so much to live here ...now that I'm retired I have to leave."

What are the most important projects, strategies we should focus on over the next 5 years?



"Cordova is difficult to get to which is one of the reasons why many people live here. It is off the beaten path, in a beautiful place...But with this comes additional challenges. When the ferry or airlines cannot support the needs of the community, people may begin to look for opportunities elsewhere."

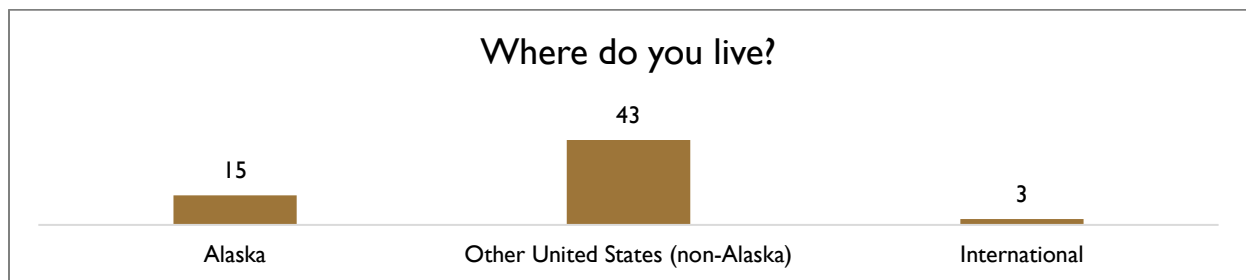
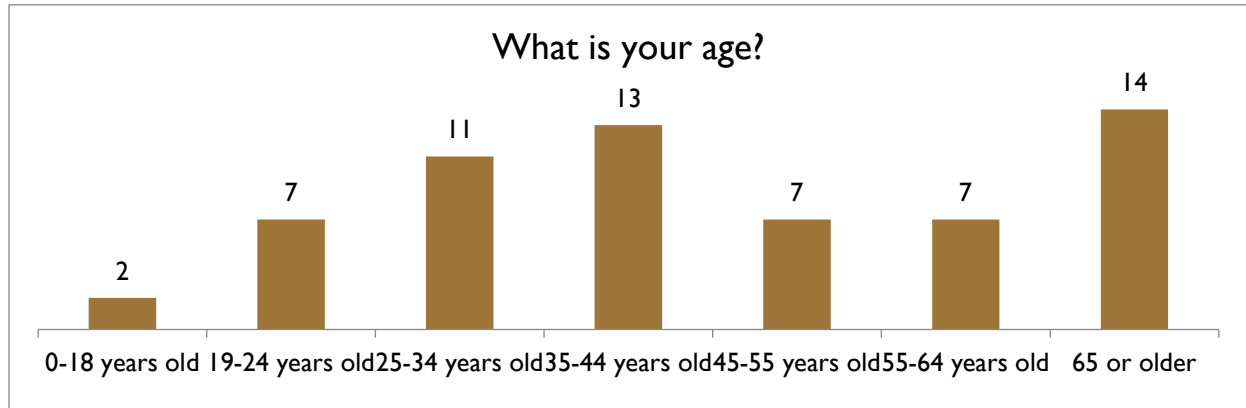
What other ideas and concerns were shared in the survey?

- ❖ Create more senior housing options
- ❖ Limit infill of tidelands to protect fish and bird habitat
- ❖ Clean up streets and encourage property owners to tidy lots
- ❖ Consider supplementing city revenues with sources other than property tax
- ❖ Explore ways to consolidate healthcare delivery between the City and the Native Village of Eyak
- ❖ Improve recycling and trash management, including better bear management

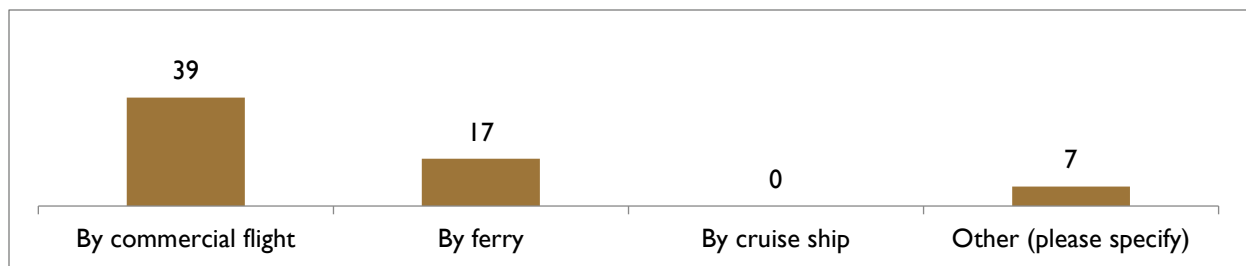
Cordova Visitor Survey: Summer 2019 Results

Who responded to the survey?

The survey was distributed in hard copy at hotels around Cordova, was available online, promoted on the project website and advertised at community events. Sixty-three people responded to the visitor survey, which was open between June and September 2019.

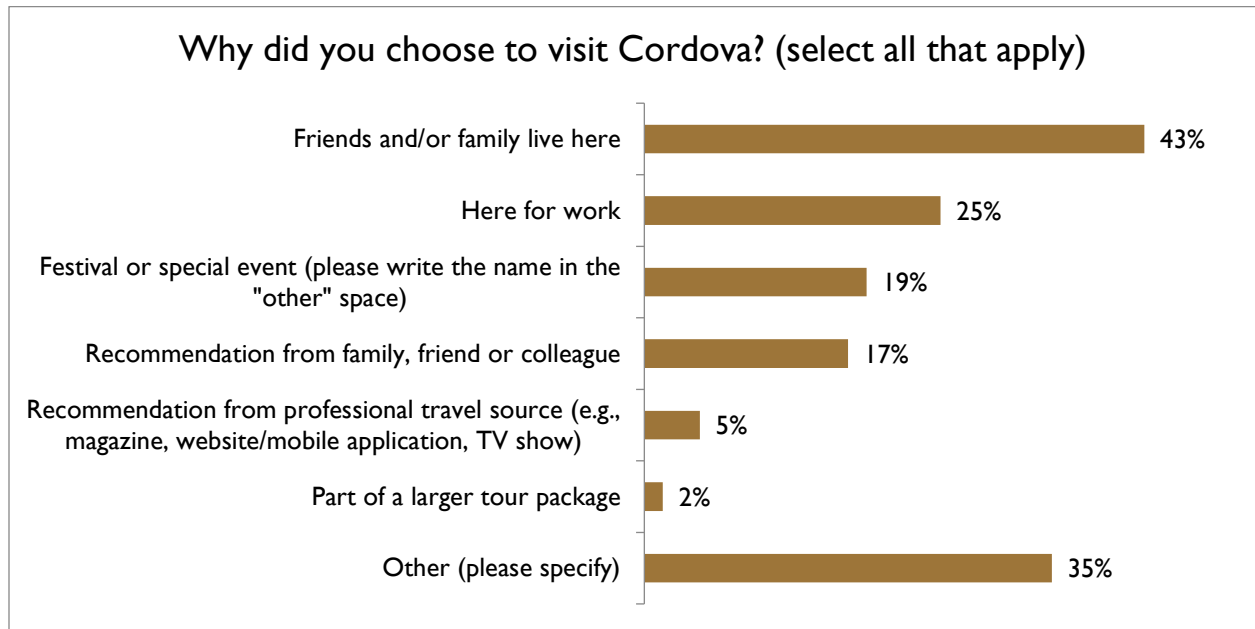


Results to the question, “How did you arrive in Cordova?”



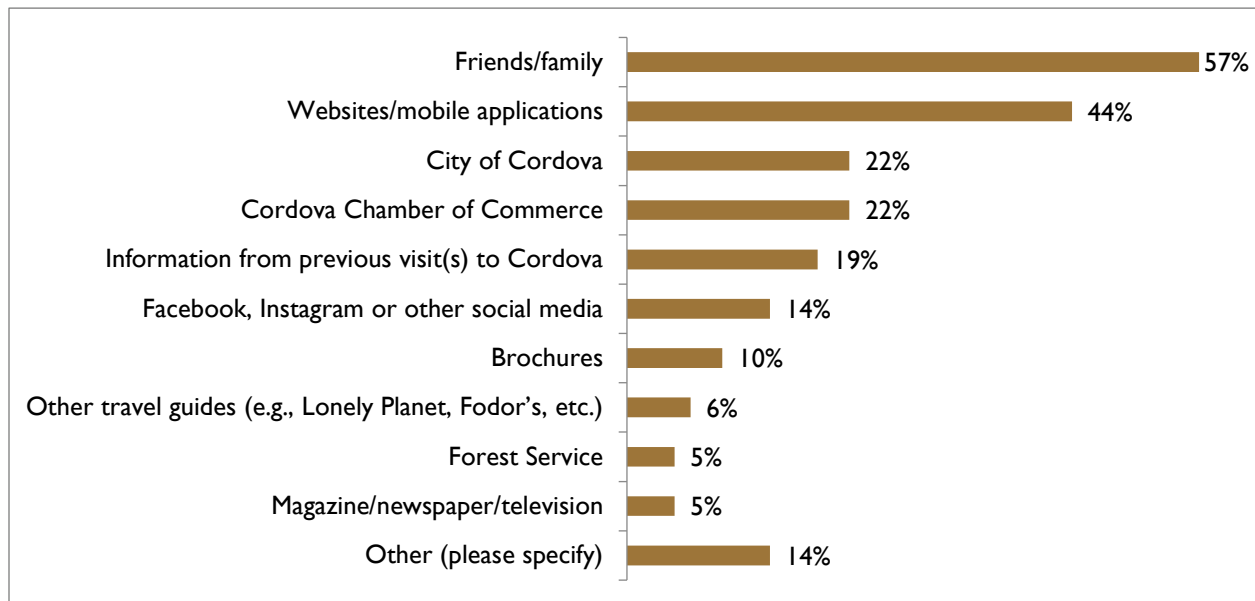
“Other” top responses included by boat (5)

Results to the question, “Why did you choose to visit Cordova? (select all that apply)”



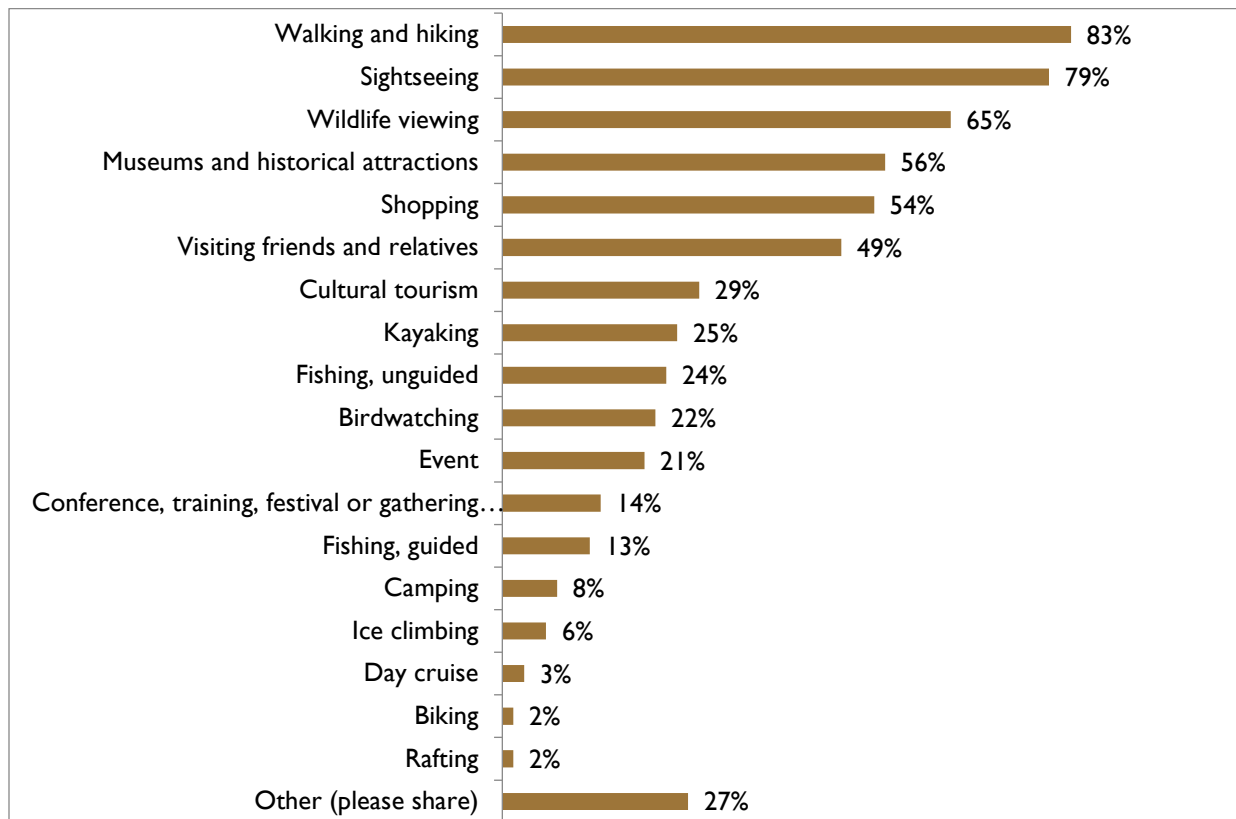
“Other” responses included Salmon Jam, internet search, bucket list, Fungus Festival, recommendation from commercial fishing friends

Results to the question, “What sources did you use to plan your trip to Cordova? (select all that apply)”



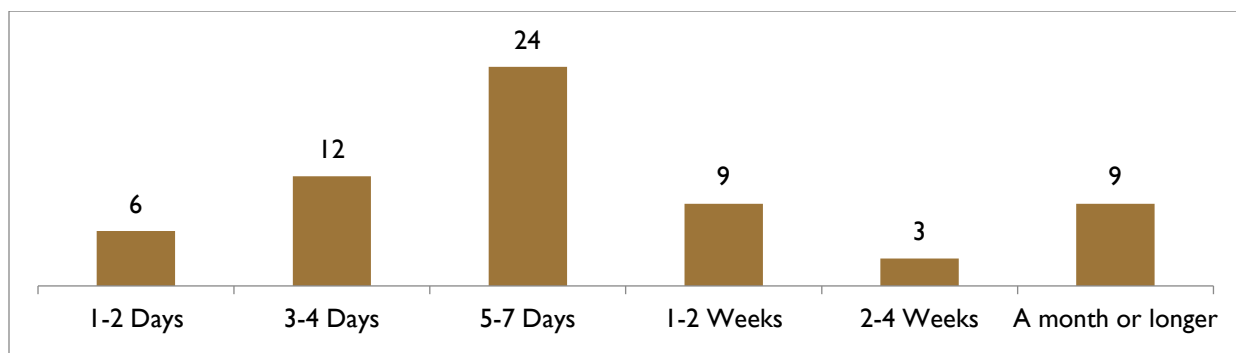
“Other” responses included no planning required (tour or classroom package), ferry system, Salmon Jam website, walking around

Results to the question, “What did you do/are you planning to do on your visit? (select all that apply)”

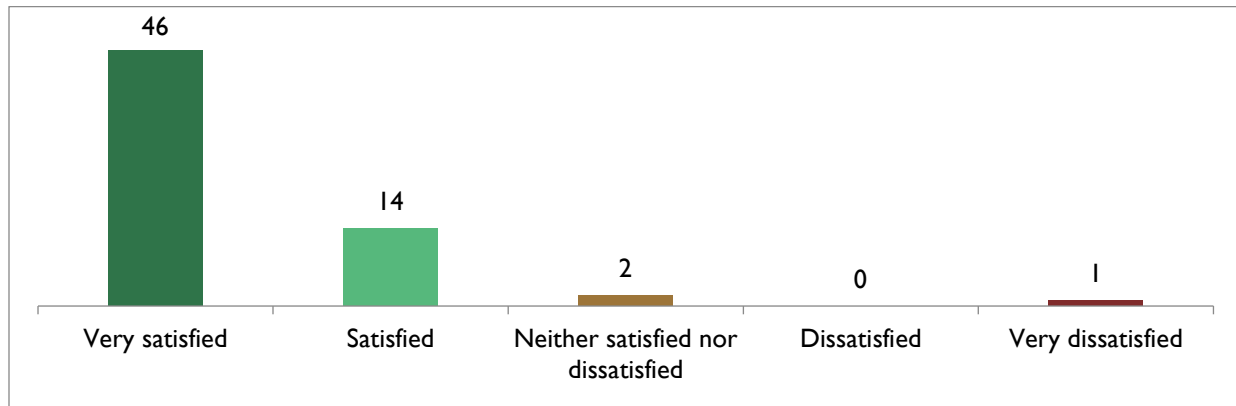


“Other” responses include Salmon Jam, work, research, Fungus Fair

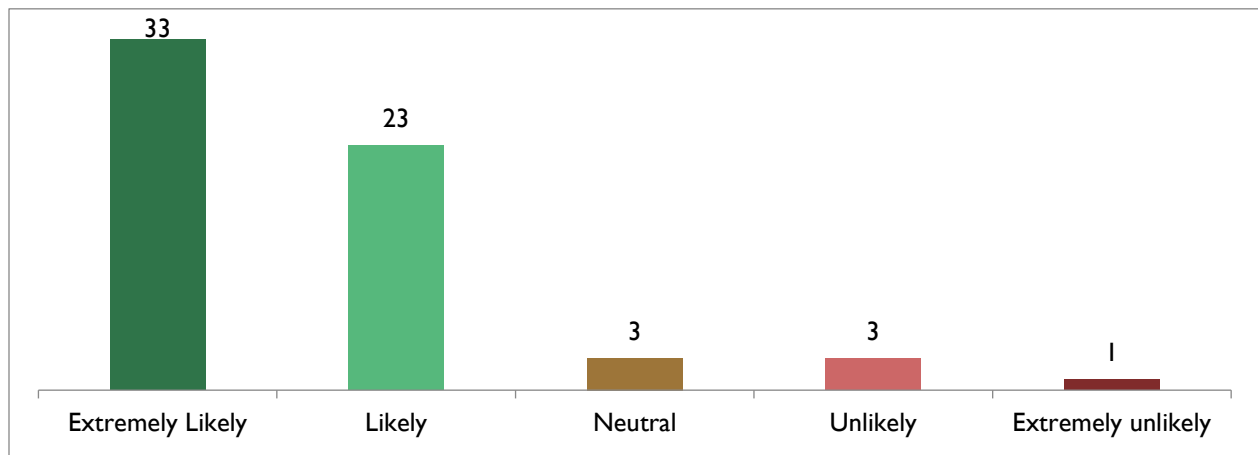
Results to the question, “How many days did you spend/are you planning to spend in Cordova?”



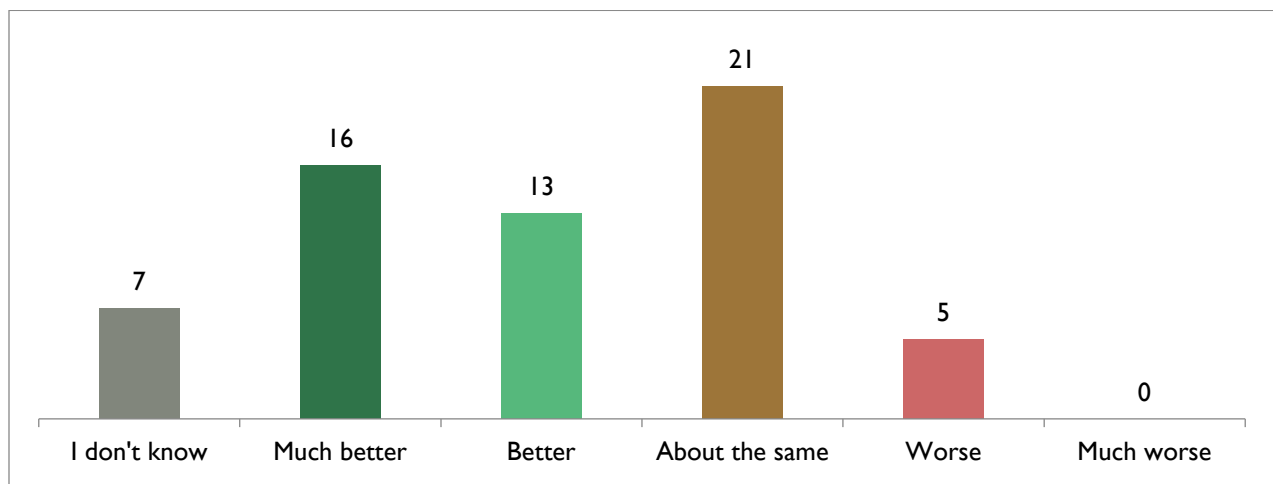
Results to the question, “How would you rate your overall satisfaction with your Cordova trip?”



Results to the question, “How likely are you to return to Cordova?”



Results to the question, “How does Cordova compare with other destinations in terms of value for the money of your trip?”



Cordova Comprehensive Plan Update: Student Feedback from Back to School Night, Fall 2019

What do you like to do in your free time? (responses with stars were repeated)

- Walk around town (**)
- Hang out with friends (*)
- Be lazy
- Crafts: knitting/sewing
- Exercise
- Four-wheeling
- Go out the road
- Hiking
- Jetski
- Kayak
- Politics
- Swim

What do you like most about Cordova? (responses with stars were repeated)

- Hiking (**)
- Outdoor activities (*)
- Fish, fishing (*)
- The community
- Inclusivity
- People
- Lakes
- The view

If you could change one thing about Cordova, what would it be? (responses with stars were repeated)

- Better transportation: reliable ferry (****)
- Build a road to the outside (*)
- More shops (*)
- Climate change
- Diversity in economy
- Fix up buildings
- More stuff to do

Appendix 11: Project Outreach Materials

- Plan Committee Roles and Responsibilities handout
- Cordova Times ad, December 2018
- Postcard #1, December 2018
- Postcard #2, June 2019
- Meeting in a Box overview sheet, sign-in sheet and comment form
- October 2018 Project Snapshot
- January 2019 Project Snapshot
- Newsletters:
 - June 2019
 - May 2019
 - March 2019
 - December 2018
 - November 2018
- Summer 2019 Visitor Survey
- Representative set of project presentation slides (March 2019 Plan Committee meeting)

Cordova Comprehensive Plan

Roles & Responsibilities — September 2018

Thank you for taking the time to contribute as a member of the Cordova Comprehensive Plan Committee. The committee is intended to be a broadly representative group that will act as a sounding board and creative problem solvers throughout the planning process. Below, the project team has outlined some of the roles and responsibilities of committee members.

Project Team Roles and Responsibilities

The project team appreciates your willingness to volunteer and will run working committee meetings efficiently, provide timely information, and be reasonable in our requests for assistance.

Committee Roles and Responsibilities

Balance personal and community-wide interests.

- Provide input that represents personal views, and to equally consider the interests of the community.
- Seek to identify areas of agreement and common ground solutions that serve the needs of all parties with a stake in the future of the region.
- Compromise when necessary.
- Work with other committee members to help shape a Cordova Comprehensive Plan that individual members and the whole committee can actively support.

Support the process.

- Devote the time, study and thought necessary to understand and carry out committee's responsibilities.
- Attend meetings whenever possible. Committee members should be prepared to meet monthly throughout the project.

Assist with engagement and outreach.

- On an ongoing and informal basis, keep family, friends, neighbors and colleagues informed about the process and key outcomes.
- Encourage others to participate at various stages of the process when appropriate.
- Provide feedback on public participation tools and process.
- Support recruitment, engagement and outreach efforts.
- Participate in interviews and attend community meetings.
- Encourage others to offer feedback on draft materials.

Work productively with other committee members, city staff, and other community members, even when experiences and opinions may differ.

- Listen and be open to new ideas.
- Stay on topic and keep comments specific.
- Be respectful and polite.
- Be positive and focus on being problem solvers.
- The committee will help shape and clarify the comprehensive plan goals and strategies and should be prepared to meet monthly throughout the project.

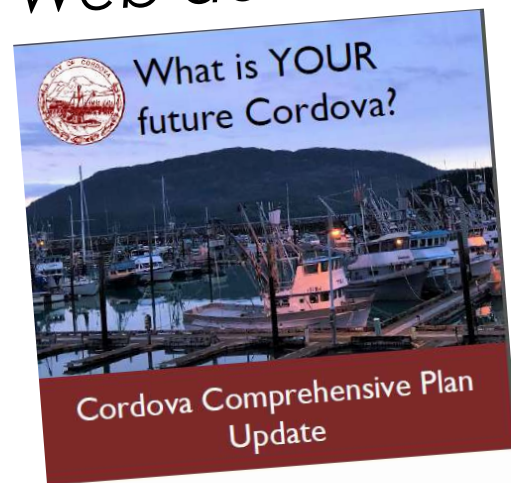
Help with plan approval.

- Provide input at meetings and during the Planning Commission and City Council review and approval process.
- Provided a resolution recommending adoption of the final comprehensive plan document.


Cordova Times Advertising

December 2018

Web ad



What is YOUR future Cordova?



Cordova Comprehensive Plan Update

Take the survey:

www.surveymonkey.com/r/futurecordova

Visit the interactive map:

<https://arcg.is/0a8fb0>

Survey and map close on December 31st

Visit the project website for updates and ways to get involved:

www.CordovaCompPlan.com

Print ad

What is YOUR future Cordova?

Cordova Comprehensive Plan Update

Help Shape Your Community – Take the Survey!

www.surveymonkey.com/r/futurecordova

- ❖ Closes December 31st, 2018
- ❖ Paper copies available at the CCMC hospital cafeteria, library and city hall
- ❖ Visit the interactive map where you can share your place-based comments: <https://arcg.is/0a8fb0>



Scan this image with your phone to go to the survey

Visit the project website for updates, including meeting information and ways to get involved:

www.CordovaCompPlan.com

Poster # 1, December 2018



What is YOUR future Cordova?

Cordova Comprehensive Plan Update

Help Shape Your Community – Take the Survey!

www.surveymonkey.com/r/futurecordova

Closes
December
3rd

What is a comprehensive plan?

- A process for communities to plan for their future by creating a long-term vision, community goals, and practical short-term strategies.
- The updated plan will guide decision-making on topics including land use, housing, economic development, transportation and quality of life.
- Cordova's Comprehensive Plan was last updated in 2008.

look on the other side – learn more and other ways get involved

Cordova Comprehensive Plan Update

Take the Survey!

www.surveymonkey.com/r/futurecordova

Paper copies available at the CCMC
hospital cafeteria, library, and city hall.

Visit the interactive map where you can
share your place-based comments:

<https://arcg.is/0a8fb0>



Scan this image
with your phone to
go to the survey

Visit the project website for project
updates, including meeting information
and ways to get involved:

www.cordovacomplan.com

Questions? Contact us!

Leif Stavig

Interim Planning Director, City of Cordova
phone: 907-424-6220
email: planning2@cityofcordova.net

Shelly Wade

Project Manager, Agnew::Beck Consulting
phone: 907-242-5326
email: shelly@agnewbeck.com

Address here

Postcard # 2, June 2019

Cordova Comprehensive Plan Update

The draft plan is ready for your review.

Check it out.

www.CordovaCompPlan.com



Tell us what you think! *Ways to share your feedback:*

1

Submit your electronic comments online.

Visit the web link above to submit comments.

2

Complete a comment form.

Find paper copies of the plan and comment forms at the Cordova Chamber of Commerce, the Library and City Hall in the Cordova Center.

3

Email or call the project team.

See reverse for contact information.

Comments are due August 31st, 2019

Cordova Comprehensive Plan Update

We have a Visitor Survey!

Encourage visitors to tell us about their Cordova experience.

Find paper copies:

**Cordova Chamber of Commerce
Cordova Museum**

Find online:

www.surveymonkey.com/r/CordovaVisitors



Scan and link to survey

Visit the project website for more updates:

www.CordovaCompPlan.com

Questions? Contact us!

Leif Stavig

Planner, City of Cordova

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email: planning@cityofcordova.net

Shelly Wade

Project Manager, Agnew::Beck Consulting

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Address here

Cordova Comprehensive Plan Update : Meeting in a Box Overview

This tool is intended to help city staff, committee members and other residents quickly share information about the comprehensive planning process at existing community meetings, events and workplace locations around Cordova. It includes talking points and a list of recommended materials to bring when presenting information about the plan.

WHAT is a comprehensive plan?

- A comprehensive plan is a process for communities to plan for their future by creating a long-term vision, community goals, and practical short-term strategies.
- Cordova's Comprehensive Plan was last updated in 2008.
- The comprehensive plan is a community-driven tool that will provide direction to community leaders, residents, funders and other partners.

WHO is leading the planning process?

- The City of Cordova, led by Planning Staff, is overseeing this effort with help from consulting team, [Agnew::Beck Consulting](#).
- The [Comprehensive Plan Committee](#), a broadly representative group of Cordova residents, is acting as a sounding board and group of creative problem solvers throughout the planning process.
- Community entities will share the responsibility of plan implementation.

WHEN will plan development happen?

- The timeframe for the comprehensive plan process is fall 2018 through fall 2019.
- The draft plan will be released in late May. The draft will undergo an extended public review process over the summer to give fishermen, seasonal residents and others the opportunity to review and share comments.
- The target for final plan approval is October 2019.

WHY is the comprehensive plan relevant to Cordova residents?

- It is an opportunity to preserve and improve Cordova quality of life – The updated plan will guide decision-making on land use, housing, economic development, transportation, parks and recreation, health and wellness and other topics that impact quality of life in Cordova.
- It starts with and centers on a shared vision and goals for prioritizing and evaluating all future actions – The plan will clearly identify the community's desired future direction

(long-term) and policies and actions (shorter-term) that ensure progress toward that vision.

- It will position the community of Cordova for funding/partnering opportunities – The plan will send a clear message to regional, state and federal partners about Cordova’s priorities, how the community is taking action and contributing to their own success.
- The process will engage residents in shaping how they want the future of Cordova to look, providing many opportunities to share and discuss common ideas and concerns. It broadly answers:
 - How can we as a community protect the characteristics people value about living here?
(insert relevant examples such as the small-town feel, the schools, the harbor, outdoors)
 - How can we address the challenges that make it hard to live here?
(insert relevant examples such as cost of living, limited transportation access)
 - What are our big priorities? How can we work together to achieve them?

HOW can you get involved?

- Visit the website: www.cordovacompplan.com
 - Includes a link to sign up for e-mail updates
 - Meetings and events will be posted
 - Project information and materials available for download
- Attend a community event or focus group (see the website or email the project team for upcoming events)
- Review the draft plan and share your feedback

Reference Materials (bring hard copies of these)

- Project overview flyer (page 4 of PDF)
- Summary of Community Survey and Map Results (pages 5-6 of PDF)
- Sign-in sheet for project updates (pages 7-8 of PDF)
- City area Map (page 9 of PDF)
- Comment Form (pages 10-11 of PDF)

Possible Locations

Workplaces	Organizations	Community Events
<ul style="list-style-type: none"> • Coast Guard • Copper River Seafoods • Copper River Watershed Project • Copper Valley Telecom Cooperative • Copper Valley Wireless • Cordova Community Medical Center • Cordova Electric Cooperative • Cordova Family Resource Center • Cordova Schools (teachers) • Cordova Telecom • Cordova Wireless • Eyak Corporation • GCI • Ilanka Cultural Center • Ilanka Health Center • Native Village of Eyak • Prince William Sound Science Center • US Forest Service 	<ul style="list-style-type: none"> • Chamber of Commerce • Cordova Amateur Youth Athletics Corporation • Cordova District Fishermen United • Cordova Northwind Quilter's Guild • Cordova Parent-Teacher Association (PTA) • Cordova Volunteer Fire Department • Eyak Corporation Board of Directors • Native Village of Eyak "monthly mug" tribal offices, last Thursday of every month • Native Village of Eyak Tribal Council • Senior Luncheon • Sheridan Alpine Association • Student Council 	<ul style="list-style-type: none"> • Native Village of Eyak Sobriety Celebration (Nov 9-11) – DONE • Christmas Tree Lighting and Holiday Kick-off (Nov 30-Dec 1) – DONE • Iceworm Festival (late January – early February 2019) - DONE • Cordova College and Career Fair (April 18th) • Community dance performance (April 19-20th) • Cordova Health Fair (April 27th) • SERS Drill (end of April) • Shorebird Festival (1st weekend in May) • Copper River Salmon Jam (July 2019)

City of Cordova
A L A S K A

EMAIL

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Cordova Comprehensive Plan Update

Comment Form



We want to hear from you! What are your ideas, suggestions and concerns for Cordova's future?

Visit the project website to learn more and to sign up for project updates:

www.CordovaCompPlan.com

How to return your comment form:

- Drop it off at the front desk of City Hall in the Cordova Center.
- Email it to project manager Shelly Wade, shelly@agnewbeck.com
- Mail it to: Shelly Wade
Agnew::Beck Consulting
441 West Fifth Avenue Suite 202
Anchorage, AK 99501

Your input matters! Thank you in advance for your feedback!

1. What makes Cordova special?

2. How can we create more stable, year-round jobs in Cordova?

3. Share your ideas for these potential comprehensive plan categories.

Category	What is the most important project or strategy for Cordova over the next 5 years in this category?	How can the community successfully accomplish the project or strategy you suggested?
Land Use <i>(existing uses; areas for future growth, development, preservation; environment)</i>		
Housing <i>(supply, demand, affordability, quality)</i>		
Economic Development <i>(businesses, jobs, market opportunities, increased community wealth)</i>		
Transportation <i>(roads, harbors, ferries, trails)</i>		
Quality of Life <i>(health and wellness, recreation, education)</i>		
Public Facilities and Services <i>(water, sewer, energy, public facilities and services)</i>		
Fiscal Health <i>(financial sustainability, city budget)</i>		

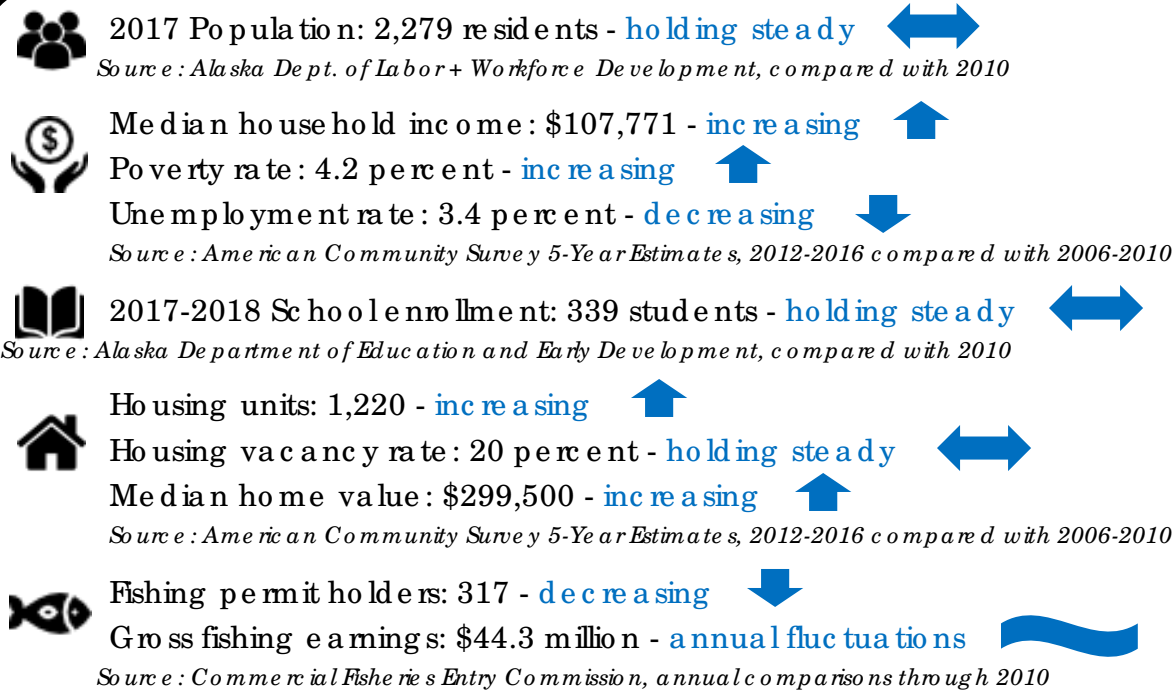
4. What other ideas, suggestions or concerns do you have?



Cordova Comprehensive Plan Update:

October 2018 Snapshot

Who are we? How have we changed?



Local Taxes

■ property tax 11.5 mills ■ sales tax 6% ■ bed tax 6% ■ car rental tax 6% ■

Top Industries by Number of Employees

24% Local government (includes school, city, tribal staff)

20% Trade, transportation and utilities (includes retail)

16% Manufacturing (includes seafood processing)

Source: Alaska Department of Labor + Workforce Development, Research + Analysis Section, 2016. Excludes federal workers, military and self-employed individuals.

What have we learned so far?



What is important to Cordova residents? What do we value most about our community?

- Sense of community, small-town feel
- Family-friendly, quality schools
- Active volunteers, commitment/service to community
- Creative, artistic, well-educated, resourceful residents
- Support for local businesses
- Ready access to outdoor recreation, natural resources
- History and culture

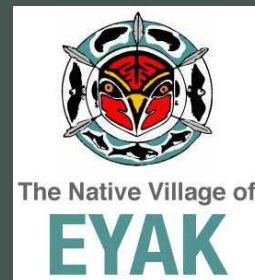


What are our biggest challenges and potential areas for improvement?

- Undiversified economy, overdependence on one industry
- Aged harbor, lack of waterfront infrastructure
- Lack of access, ability to effectively move goods and people
- Lack of affordable, quality housing
- Limited land base and options for growth
- Limited affordable, appropriate commercial space
- Small workforce, limited training and certification options

Legend tells us that long ago, Eyak people migrated down the Copper River and into the Prince William Sound in cottonwood canoes. The Eyak people separated into two main villages, the Alaganik, located on the Copper River Delta, and the Eyak, located at the mouth of Eyak Lake. The Eyak people became the traditional caretakers of this land and were the middleman for all trades between other Indigenous groups as well as intermarrying with other tribes.

Today, Cordova is a melting pot of Native and non-Native cultures. The Native Village of Eyak (NVE) is a group of four distinct Alaska Native groups (Tlingit, Alutiiq, Athabaskan and Eyak) who came together to form a federally recognized tribe. NVE's traditional boundaries span from the eastern edge of Prince William Sound down to present day Yakutat. Those lands include some of the traditional areas for the Alutiiq and Tlingit people, and all the traditional lands of the Eyak people. The last village of Eyak, located on the western edge of Eyak Lake, was annexed by the City of Cordova in the early 1900s. NVE tribal members continue to promote and revive cultural traditions shared across the four distinct Native groups, including subsistence activities, skin sewing, weaving and beading.



What are our potential priorities? What projects or strategies will help us achieve our goals?

- Replace and expand harbor and waterfront infrastructure
- Advocate for consistent, reliable ferry service
- Provide affordable and quality healthcare and housing
- Expand Cordova Center use, revenue generation
- Revitalize main street, uptown
- Continue strategic marketing and support visitor industry
- Incentivize small business development
- Explore Prince William Sound borough formation

What is a Comprehensive Plan?

A comprehensive plan is a process for communities to plan for their future by creating a long-term vision, community goals, and practical short-term strategies. The updated plan will guide decision-making on topics including land use, housing, economic development, transportation and quality of life. Cordova's Comprehensive Plan was last updated in 2008.

Our Timeline

Fall 2018

- Project kick-off
- Talk with residents and collect information
- **October: Community Visit #1**

Winter-Spring
2018-2019

- Share what we learn and collect feedback
- Additional research; write draft
- **February: Community Visit #2**

Summer-Fall 2019

- Release and get feedback on the draft
- **April: Community visit #3 to share draft plan**
- **September: Community visit #4 to finalize plan**
- Plan approval: October 2019

Get Involved: Share Your Ideas + Questions

- Visit our website: www.cordovacompplan.com
- Receive project updates: sign up on the website or email shelly@agnewbeck.com
- Attend an in-person meeting: see the website or email the project team to learn about upcoming events
- Respond to our project survey: <https://www.surveymonkey.com/r/futurecordova> Closes December 31st. Paper copies available at the CCMC hospital cafeteria, library or city hall.
- View what other residents are saying and share your comments on our online comment map: <https://arcg.is/0a8fb0>
- Follow the City of Cordova on Facebook: <https://www.facebook.com/CordovaAK/>



Scan this image with your phone to go to the survey

Contact Us to Learn More

Leif Stavig

Interim Planning Director, City of Cordova
907-424-6220, planning2@cityofcordova.net

Shelly Wade

Project Manager, Agnew::Beck
907-242-5326, shelly@agnewbeck.com

What have we accomplished since we last updated our plan in 2008?

- Completion of the Cordova Center
- Upcoming relocation and expansion of the Prince William Sound Science Center
- Addition of new travel lift
- Development of Native Village of Eyak's Ilanka Community Health Center
- Improvement to community drinking water infrastructure
- Completion of school remodel in 2012
- Expansion of medical capabilities at the hospital
- Increase in emergency preparedness planning
- Establishment of the Salmon Jam – Copper River Wild Salmon Festival



Cordova Comp Plan Update Survey + Map Results, Jan 2019: What you have to say

A summary of most repeated and supported themes, strategies and project ideas from the comment map and survey

Close to 600 Responses Received!

- **268 comments** on the interactive project comment map (*this side*).
- Another **327 responses** to the survey (*flipside*).

Recreation

Transportation

Economic
Development

Maritime

Housing

Health +
Environment



City of Cordova
ALASKA

Project Website

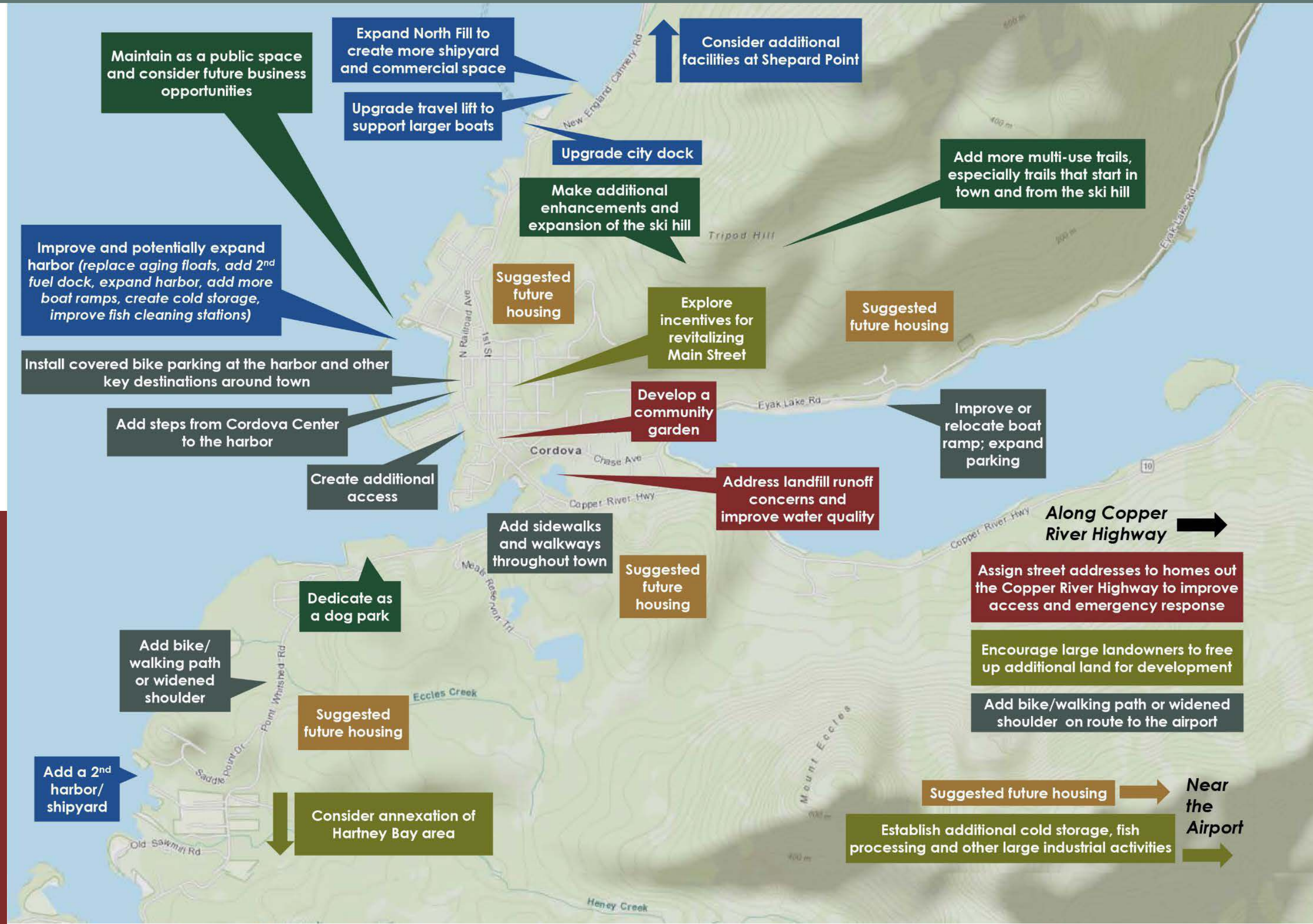
Visit the project website for more information and to sign up for updates:

www.CordovaCompPlan.com

Project Contacts

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planning2@cityofcordova.net

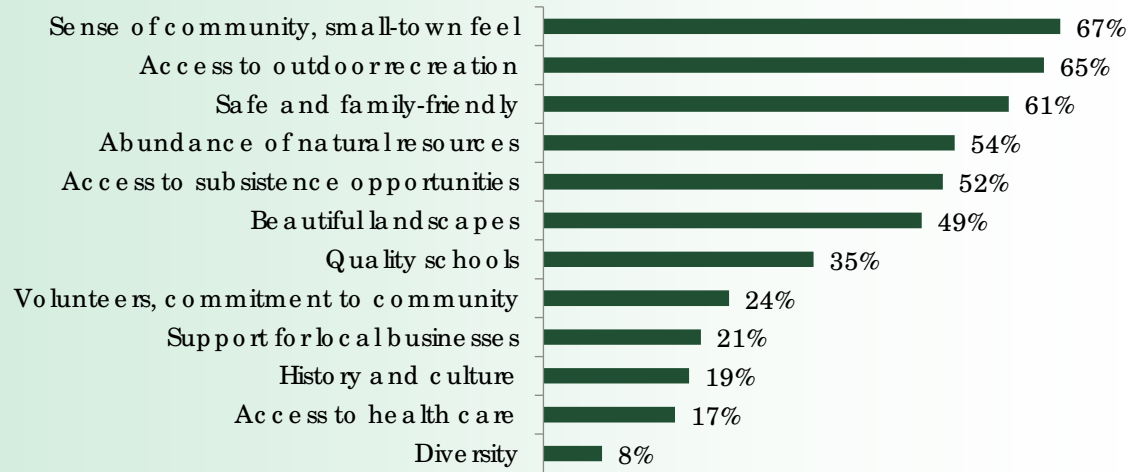
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907-242-5326
shelly@agnewbeck.com



Cordova Comp Plan Update Survey + Map Results, Jan 2019: What you have to say

A summary of most repeated and supported themes, strategies and project ideas from the comment map and survey

What do you most value about Cordova?

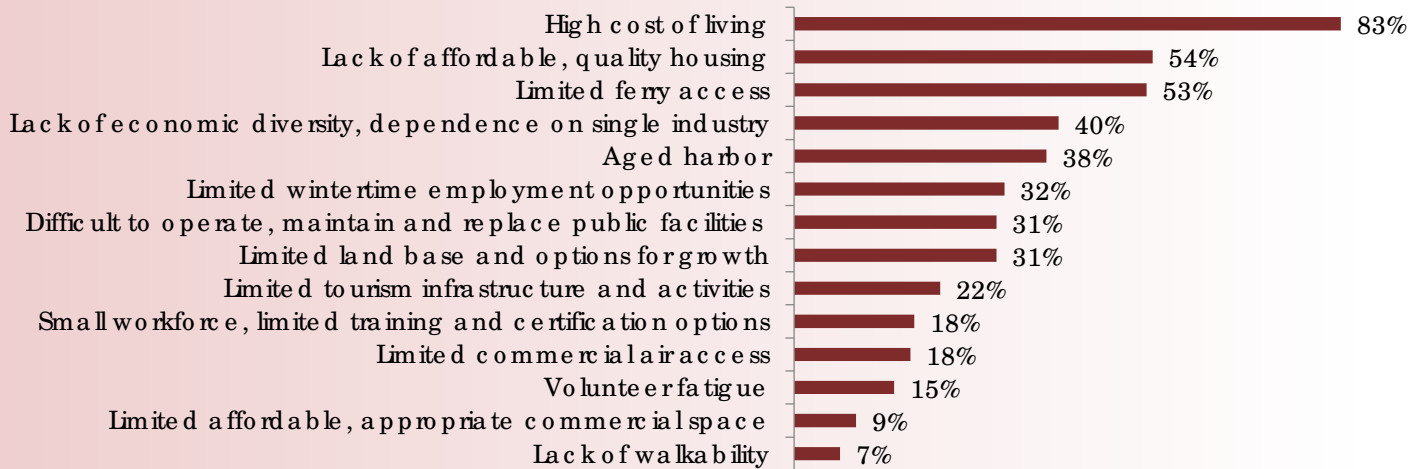


"Cordova is a wonderful community because it is small, because of the strong fishing economy, and because of the vibrant people who would not fit in anywhere else."

How can Cordova create year-round jobs? Your ideas:

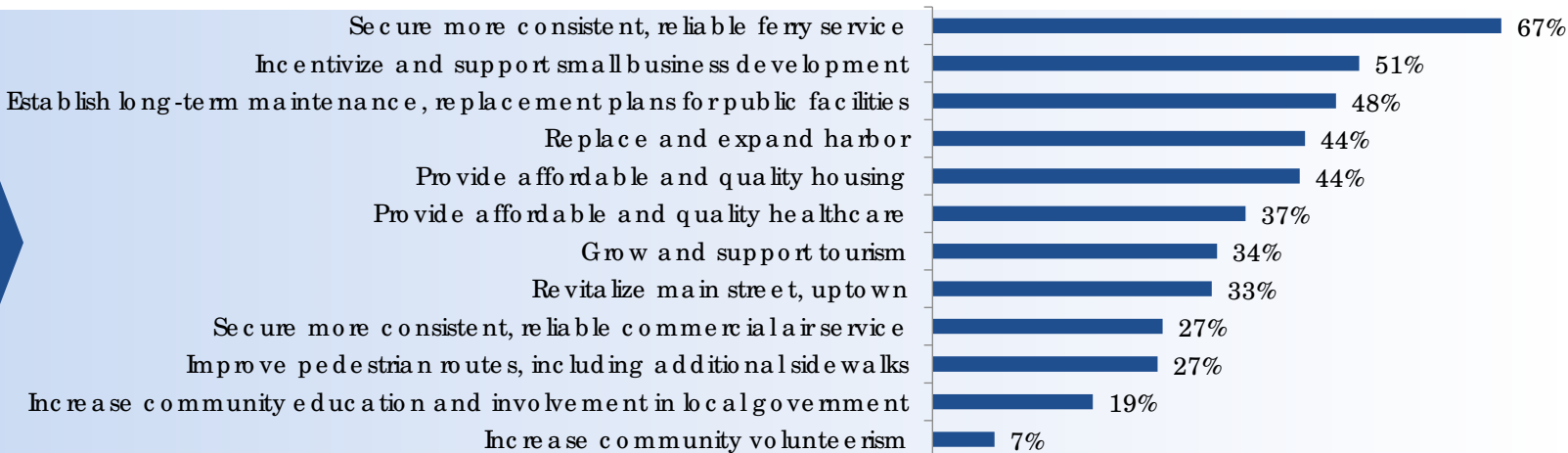
- ❖ Diversify the economy (agriculture, aquaculture, more small-scale tourism, timber)
- ❖ Expand maritime services (indoor boat maintenance facility, increased vessel repair services, boat rebuilding, community cold storage)
- ❖ Expand value-added seafood processing (fish sticks, imitation crab, smokehouse)
- ❖ Grow wintertime fisheries (cod, shrimp, herring, crab, halibut)
- ❖ Expand vocational and technical education opportunities (marine industry-specific trainings)
- ❖ Create small business incentives (tax incentives, training, co-work space)
- ❖ Improve access via improved ferry service or other connections
- ❖ Address Cordova's high cost of living (groceries, housing, travel)

What are Cordova's biggest challenges?



"I love this town and hate the thought of having to leave but it costs so much to live here ...now that I'm retired I have to leave."

What are the most important projects, strategies we should focus on over the next 5 years?

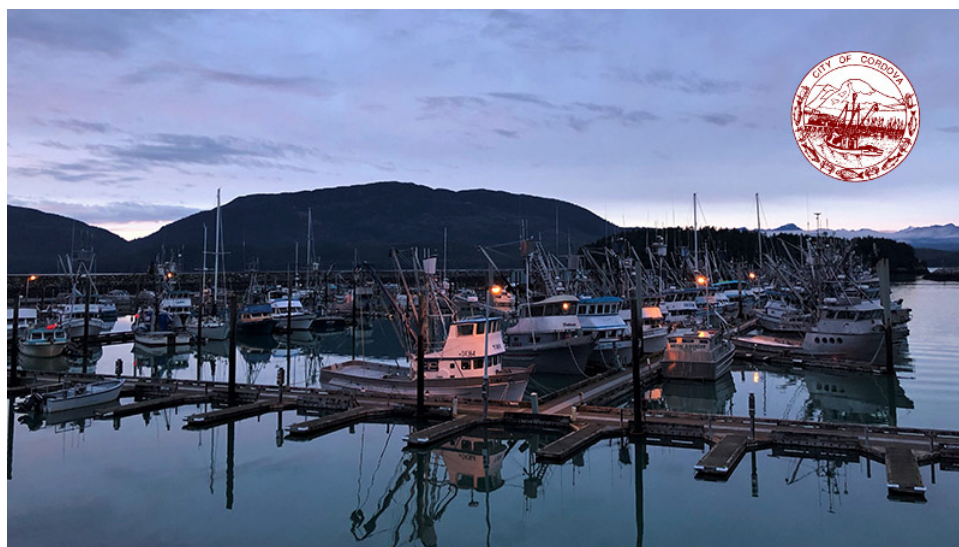


"Cordova is difficult to get to which is one of the reasons why many people live here. It is off the beaten path, in a beautiful place...But with this comes additional challenges. When the ferry or airlines cannot support the needs of the community, people may begin to look for opportunities elsewhere."

What other ideas and concerns were shared in the survey?

- ❖ Create more senior housing options
- ❖ Limit infill of tidelands to protect fish and bird habitat
- ❖ Clean up streets and encourage property owners to tidy lots
- ❖ Consider supplementing city revenues with sources other than property tax
- ❖ Explore ways to consolidate healthcare delivery between the City and the Native Village of Eyak
- ❖ Improve recycling and trash management, including better bear management

[View this email in your browser](#)



Cordova Comprehensive Plan Update: Project Newsletter, *November 2018*

Dear Cordova Community Members and Partners,

Thank you to everyone who has participated and contributed your thoughts and ideas at recent Cordova Comprehensive Planning events and through the [project website](#) and [online survey](#).

The updated Cordova Comprehensive Plan will guide planning, funding and development efforts in Cordova over the next 10 years. Projects, ideas and direction for the future are developed and implemented by the community and the city.

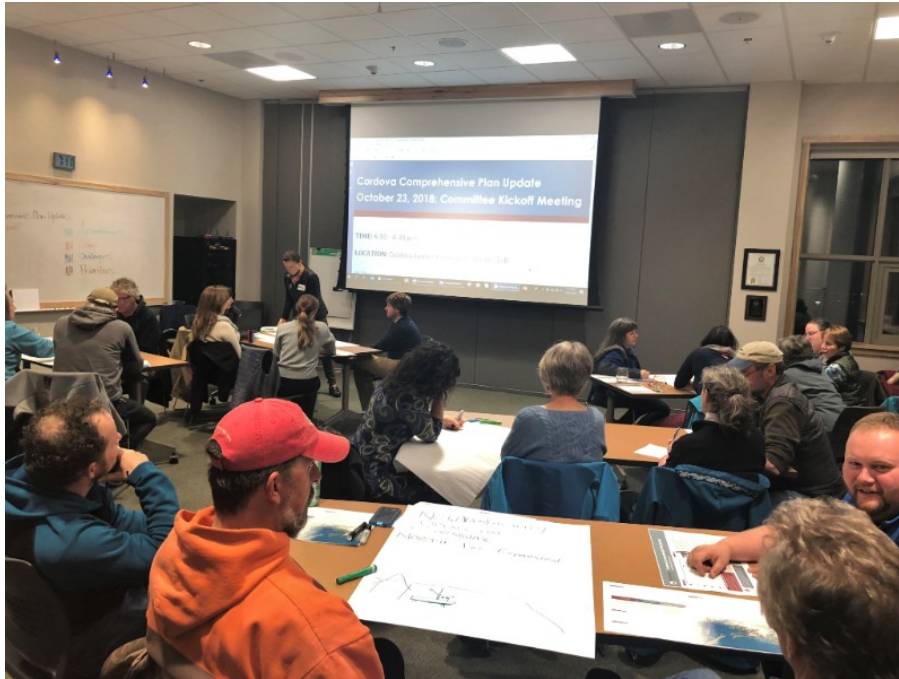
Your continued feedback and participation are critical to the success of the planning process, and to the development and implementation of the final plan.

Today, we are excited to share our first project update. We will send these electronic newsletters with important information on progress made and upcoming events approximately once every two months. If you know someone who may be interested in receiving these updates, please encourage them to sign up on the project website: www.cordovacompplan.com/.

Have a Safe and Happy Thanksgiving!

In this newsletter, learn about:

- [How can you learn more and get involved?](#)



What have we been up to?

Plan Kickoff Events – We held a project kickoff with the Comprehensive Plan Committee on October 23rd, and a community conversation with residents on October 25th. Between both events, over 70 residents shared what they value most about the community and improvements and changes they envision for a future Cordova.

Comprehensive Plan Committee – To help guide the planning process, we have established the Cordova Comprehensive Plan Committee. The Committee is a broadly representative group of Cordova residents, and is acting as a sounding board and group of creative problem solvers throughout the planning process. To meet the committee and learn more about their roles in the planning process, click the “Plan Committee” button on the [project webpage](#).

Interviews – Thank you to everyone that has taken the time to talk with our project team. We have interviewed approximately 14 community representatives and regional leaders to identify issues and discuss ideas for Cordova’s future.

Survey – The project survey launched last week! **The survey is open through December 31, 2018 and takes a short 10 minutes.** Please encourage family, friends, neighbors and co-workers to respond! Paper copies are also available at the CCMC hospital cafeteria, library or city hall. In the coming months, also look for “comprehensive plan

Comment Map – An Interactive Online Tool AVAILABLE NOW –

Where do you want to see future housing, roads and sidewalks, businesses, parks and trails and other kinds of development? Which areas do you want to remain undeveloped? [JUST CLICK HERE](#) to review what other residents are saying and share your comments on the map.

The map is open through December 31, 2018.

Native Village of Eyak Sobriety Celebration – City staff hosted a table at the celebration event to share project information and to encourage residents to participate in the community survey.

Research – The project team is collecting information to help tell the story of Cordova: how it is changing and how it compares to other coastal Alaska communities, the state and nation. This information will be summarized in the draft plan.



What is happening next?

- We are in the early stages of gathering and reviewing information from the community and other partners.
- Over the coming months, City staff and Plan Committee members will give presentations at events and in workplaces around

- Would you like a presentation to your staff and/or organization? Contact Leif Stavig (see info below).
- During Iceworm Festival, late January/early February 2019, we will share what we are learning and get community feedback on the preliminary direction of the draft plan.
- The draft Cordova Comprehensive Plan Update is slated for an April 2019 release, and will be finalized in fall 2019.
- Check the [project website](#) often for up-to-date information on when and where City staff, the Plan Committee or project team are presenting on the comprehensive plan, like the upcoming [Holiday Kickoff and Bazaar – November 30th and December 1st](#).



How can you learn more and get involved?

- Visit our website: cordovacomplan.com
- Receive project updates: sign up on the website or email shelly@agnewbeck.com
- Attend an in-person meeting: see the website or email the project team for upcoming events
- Respond to our project survey: <https://www.surveymonkey.com/r/futurecordova>
- Post your comment on our online interactive map: [Click Here](#)
- Follow the City of Cordova on Facebook: www.facebook.com/CordovaAK/

Questions or thoughts? Contact the project team:

Leif Stavig
Interim Planning Director
City of Cordova
907-424-6220
planning2@cityofcordova.net

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Cordova Comprehensive Plan Update: Project Newsletter, *December 2018*

Dear Cordova Community Members and Partners,

Today, we are excited to share our second project update. If you missed the first one, you can view it [here](#). We will send an update approximately every two months as the project progresses.

If you know someone who may be interested in receiving these updates, please encourage them to sign up on the project website: CordovaCompPlan.com.

Happy Holidays to you and yours!

What have we been up to?

- **On the Radio** – Interim Planner, Leif Stavig, and Agnew::Beck Project Manager, Shelly Wade, participated in KCHU's **Coffee Break on Wednesday, December 19th**, to talk about the importance of the project and how residents can get involved. **Listen for Leif and Shelly in coming weeks on KLAM (AM 1450) /KCDV (100.9 FM)!**
- **Project Introduction Postcards** – We sent postcards to **over 1,500 P.O. boxes** in Cordova, introducing the project, survey and comment map.
- **Holiday Bazaar** – City staff and plan committee members hosted a booth at the Cordova Holiday Bazaar – they chatted with

wanted to see Cordova look like in the future.

- **Survey and Interactive Comment Map** – We have received **over 275 survey responses** and **almost 200 comments** on the interactive map. Thank you for your input so far!
- **October 2018 Community Conversation Summary** – We have prepared a summary of the well-attended (over 70 residents!) **October 25th Community Conversation**. [View it here](#).
- **Mapping** – We are developing **land use, transportation and other relevant maps** to share and discuss during our next visit (see below for details!).
- **Research** – The project team continues to collect information to **tell the story of Cordova**: how it is changing and how the population, housing and economic characteristics compare to other coastal Alaska communities and the state. Come to Iceworm Festival events to learn more!



We want to hear from you.

Over the next several weeks, the project team will use **your survey responses, map comments** and other research to guide the direction and content of the draft comprehensive plan.

During **in-person community conversations** in late January/early February, there will be several opportunities to review and discuss what we have heard and learned so far, including summaries and themes of map comments.

- **Survey** – The project survey is open until the end of 2018 and **only takes about 10 minutes** – please encourage family, friends, neighbors and co-workers to respond! Paper copies are also available at the CCMC hospital cafeteria, library or city hall. www.surveymonkey.com/r/futurecordova
- **Interactive Map** – Post your comment on our **online interactive map**: [JUST CLICK HERE](#)

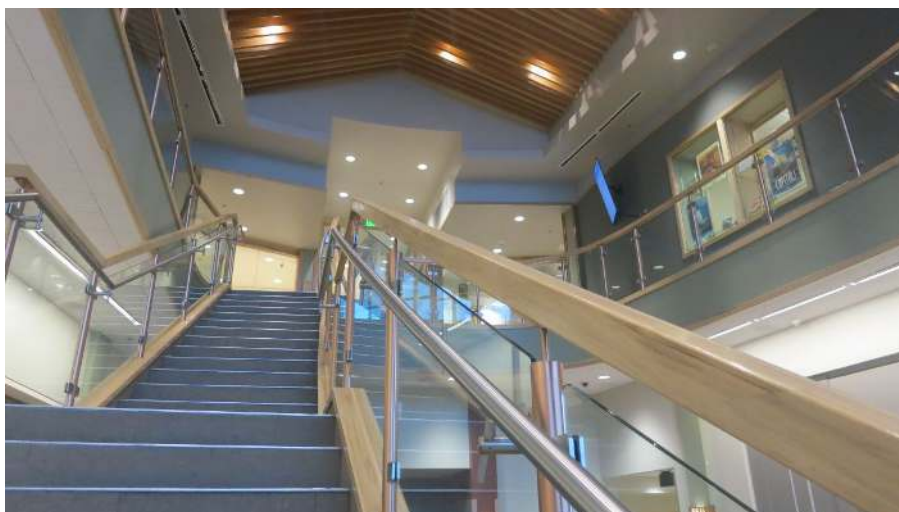
directly, or submit your comments through the website, under “Contact Us”.

- **Iceworm Festival** – Our team will be in Cordova for the [Iceworm Festival](#).

Join us Wednesday, January 30th, 6:00 to 8:00 pm, at the Cordova Center for: “Cordova Comp Plan Update: Community Survey and Comment Map Results Revealed!”

Come learn what your Cordova family, friends, neighbors and co-workers had to say about their future Cordova. **We will also have a table at the Cordova Center on Saturday, February 2nd**, so stop by and say hello!

- **Plan Committee Conversations and Presentations** – In the coming months, City staff and Plan Committee members are giving short presentations at Cordova events and workplaces. **Want us to present at an upcoming staff gathering, board meeting, book club or after-work meet-up event? Contact us using the information at the bottom of this newsletter.**



How can you learn more and get involved?

- **Visit our website** – www.cordovacompplan.com
- **Attend an in-person meeting** – Check out the website or email the project team for upcoming events.
- **Follow the City of Cordova on Facebook** – www.facebook.com/CordovaAK/
- **Review the Draft Plan** – The draft Cordova Comprehensive Plan Update is slated for an April 2019 release, and will be finalized in fall 2019.

**Questions or have additional comments?
Contact the project team:**

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City of Cordova

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Cordova Comprehensive Plan Update: Project Newsletter, *March 2019*

Dear Cordova Community Members and Partners,

Today, we are excited to share our third project update. If you missed the first two, you can view them on the project website, CordovaCompPlan.com.

If you know someone who may be interested in receiving these updates, please encourage them to sign up at CordovaCompPlan.com



Thank you for joining us during Iceworm Festival! And...THANK YOU

to the Iceworm Festival Board and volunteers for the many fun-packed activities and events, and numerous opportunities to get resident feedback on their future Cordova.

- **Community Conversation** – We hosted a well-attended January 30th Community Conversation, where we revealed and discussed the interactive map and survey results. [View the meeting summary.](#)
- **Cordova Community Medical Center (CCMC) Lunch** – We talked with seniors and other residents during the Wednesday, January 30th Senior Lunch. Thank you, seniors, for your lifelong contributions to Cordova, and for your valuable input on how to improve quality of life for Cordova's older residents.
- **Cordova Center Conversations** – All day Friday and Saturday, February 1st and 2nd, we shared information and talked with Cordova residents and visitors in the upper atrium, including many of you that were checking out and voting on the photo competition at the museum, or perusing items the Arts and Crafts Fair, or just warming up after the survival suit races or parade!
- **Variety Show** – We got feedback from residents during the Iceworm Variety Show.
- **St. Joseph's Breakfast** – We enjoyed a delicious Cordova breakfast (freshly made falafel – what a treat!) and talked with residents at the Iceworm Breakfast at St. Joseph's Catholic Church. Thank you, Father Michael and team, for allowing us space in the entry way!
- **Raffle** – As part of our Iceworm festivities, we raffled off some delicious Pete's Treats. Congratulations, Colby and Marleen!



January 2019 Question of the Month – You did it, Cordova!

Leading up to and throughout the week of Iceworm we collected in-person and online responses to the January 2019 question of the month, “What makes you want to stay in /leave Cordova?” [CLICK HERE to view the results](#). 259 residents responded, which far exceeded our goal of 100 responses!





How can you learn more and get involved?

Over the next two months, the project team will use **your survey responses, map comments** and other research to guide the direction and content of the draft comprehensive plan.

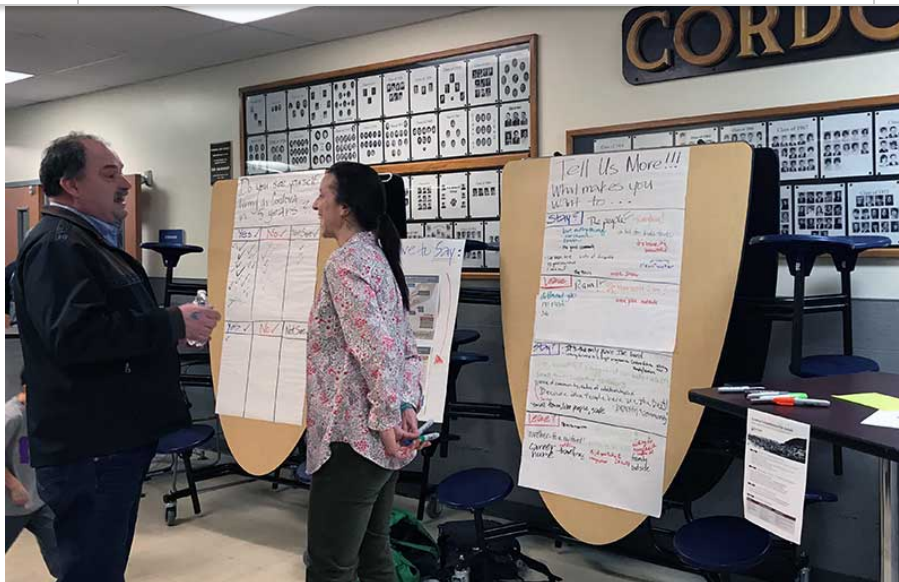
In the meantime, there will be several upcoming opportunities to review and discuss what we have heard and learned so far, including summaries and themes of map comments.

- **March 2019 Question of the Month**

*THE QUESTION: Pick the best idea! What project or strategy do you think would bring **the most economic benefit** to Cordova residents (i.e., more year-round jobs, more businesses that meet resident/visitor needs, and overall, increased revenue to support community priorities)? [CLICK HERE to pick your idea and share more!](#)*

OUR GOAL – 100 responses in 10 days!

- **Plan Committee Conversations and Presentations** – In the coming months, City staff and Plan Committee members are giving short presentations at Cordova events and workplaces. **Want us to present at an upcoming staff gathering, board meeting, book club or after-work meet-up event?** Contact us using the information at the bottom of this newsletter.
- **Visit our website** – CordovaCompPlan.com
- **Follow the City of Cordova on Facebook** – www.facebook.com/CordovaAK/



What is our schedule?

- **March 2019** – Reconvene the Planning Committee to review emerging themes, confirm preliminary goals and strategies, and discuss ways to get the word out about the draft plan.
- **March and April** – Conduct additional outreach with organizations and businesses.
- **April** – Hold joint work session with the Planning Commission and City Council to get feedback on the draft plan.
- **Early May** – Release the draft plan.
- **Early May through Early Fall** – Conduct an extended public review process over the summer to give fishermen, seasonal residents and others the opportunity to review and share comments.
- **Fall 2019** – Finalize the plan.

Questions or have additional comments? Contact the project team:

Leif Stavig

Planner

City of Cordova

907-424-6220

planning@cityofcordova.net

Shelly Wade

Agnew::Beck Project Manager

907-242-5326

shelly@agnewbeck.com

Thank you for contributing to your community plan.
Visit the project website for more information and to sign up for updates: CordovaCompPlan.com



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Cordova Comprehensive Plan Update: Project Newsletter, *May 2019*

Dear Cordova Community Members and Partners,

Today, we are excited to share our fourth project update. If you missed the first three, you can view them on the project website, CordovaCompPlan.com.

If you know someone who may be interested in receiving these updates, please encourage them to sign up at CordovaCompPlan.com



What have we been up to since Iceworm?

planning process in Fall 2018 (thank you, Cordova residents, for your great input!), the project team developed a draft vision, goals and strategies for Plan Committee, Planning Commission and City Council consideration and feedback.

- **Conducted Plan Committee Draft Plan work session** – On April 26, the [Plan Committee](#) gathered to review and discuss an early version of the draft plan and strategies for increasing resident participation in the comprehensive planning process.
- **Conducted joint work with Cordova Plan Commission and City Council** – On May 1, the Cordova Planning Commission and City Council convened for a joint comprehensive plan work session to review and provide feedback on draft plan policies.
- **March 2019 Question of the Month Results Revealed** – [Check them out!](#)

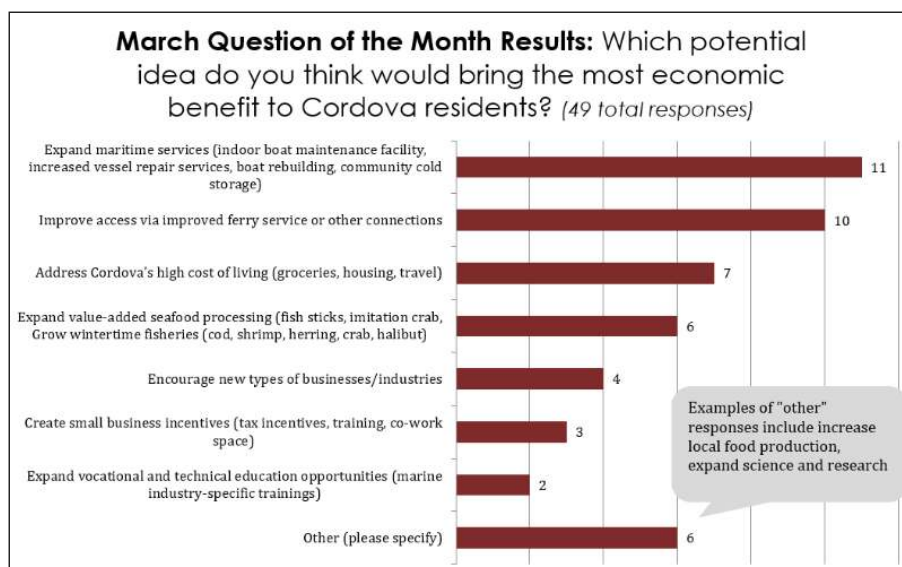


Photo courtesy of Cordova Chamber of Commerce

How can you learn more and get

- **Attend or Request a Plan Committee Conversation or Presentation**

In the coming months, City staff and Plan Committee members will continue to give short presentations at Cordova events and workplaces. Want us to present at an upcoming staff gathering, board meeting, book club or after-work meet-up event? Contact us using the information at the bottom of this newsletter.

- **Visit our website** – CordovaCompPlan.com

- **Follow the City of Cordova on Facebook** – www.facebook.com/CordovaAK/



Photo courtesy of Cordova Chamber of Commerce

What is our schedule?

- **Early June** – Release the draft plan.
- **Early June through Early Fall** – Conduct an extended public review process over the summer to give fishermen, seasonal residents, visitors and others the opportunity to review the draft plan and to share their input.
- **Fall 2019** – Finalize the plan.

Contact the project team:

Leif Stavig

Planner

City of Cordova

907-424-6220

planning@cityofcordova.net

Shelly Wade

Agnew::Beck Project Manager

907-242-5326

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Dear Cordova Community Members and Partners,

WE NEED YOUR FEEDBACK

The Draft Cordova Comprehensive Plan Update is READY FOR YOUR REVIEW!

This plan will be a community resource and guide for decision-making on topics including land use, housing, economic development, transportation, fiscal health, public facilities and services, and quality of life.

YOUR INPUT MATTERS! Have a say in what goes in the final plan.

The **DEADLINE** for comments is August 31st, 2019.

How to Access the Draft Plan

- View, download and/or print the draft plan at www.CordovaCompPlan.com. There, you will find:
 - [The Draft Executive Summary](#) – a concise, graphic overview of the plan.
 - [The Draft Comprehensive Plan Update](#) – more details on draft plan issues, policies and actions.
 - **COMING SOON** – a complete appendices with detailed data and background research used to develop the draft plan, including maps and results from community surveys.
- Review or pick up a hard copy of the plan and comment form at:
Cordova City Hall
601 1st Street
Cordova, Alaska

HOW TO COMMENT ON THE DRAFT PLAN

- [Submit your electronic comments online.](#)
- Complete and mail a comment form:
City of Cordova Planning Department
Re: Cordova Comprehensive Plan Update
601 1st Street, Cordova, AK 99574
- Email or call the project team:
 - Leif Stavig, City of Cordova Planner,
907-424-6220, planning@cityofcordova.net
 - Shelly Wade, Agnew::Beck Project Manager,
907-242-5326, shelly@agnewbeck.com

Questions or have additional comments? Contact the project team:

Leif Stavig

Planner

City of Cordova

907-424-6220

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Shelly Wade

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Cordova Visitor Survey: Summer 2019

Thank you for visiting Cordova! We are updating our community plan and want to learn about your trip so we can make Cordova an even better place to visit.

Thank you in advance for taking five minutes to complete this survey. Survey respondents will be entered to win a locally-made craft, treat or experience from a Cordova-based business.



WHERE TO DROP OFF YOUR SURVEY

Drop boxes are located at:
Cordova Chamber of Commerce
Cordova Museum

Prefer to respond online?

Scan this code with your phone to go directly to the survey page or visit:

www.surveymonkey.com/r/CordovaVisitors



About Your Trip

1. How did you arrive in Cordova?

<input type="checkbox"/>	By ferry
<input type="checkbox"/>	By cruise ship
<input type="checkbox"/>	By commercial flight
<input type="checkbox"/>	Other: _____

2. Why did you choose to visit Cordova? (select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Friends and/or family live here | <input type="checkbox"/> Festival or special event: _____ |
| <input type="checkbox"/> Recommendation from family, friend or colleague | <input type="checkbox"/> Part of a larger tour package |
| <input type="checkbox"/> Recommendation from professional travel source (e.g., magazine, website/mobile application, TV show) | <input type="checkbox"/> Here for work |
| | <input type="checkbox"/> Other (please share): _____ |

3. What sources did you use to plan your trip to Cordova? (select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Brochures | <input type="checkbox"/> Information from previous visit(s) to Cordova |
| <input type="checkbox"/> City of Cordova | <input type="checkbox"/> Magazine/newspaper/television |
| <input type="checkbox"/> Cordova Chamber of Commerce | <input type="checkbox"/> Other travel guides (e.g., Lonely Planet, Fodor's, etc.) |
| <input type="checkbox"/> Facebook, Instagram or other social media | <input type="checkbox"/> Websites/mobile applications |
| <input type="checkbox"/> Forest Service resources | <input type="checkbox"/> Other (please share): _____ |
| <input type="checkbox"/> Friends/family | |

4. What did you do/ what are you planning to do on your visit? (select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Biking | <input type="checkbox"/> Ice climbing |
| <input type="checkbox"/> Birdwatching | <input type="checkbox"/> Kayaking |
| <input type="checkbox"/> Camping | <input type="checkbox"/> Museums and historical attractions |
| <input type="checkbox"/> Conference, training or other organized gathering (please indicate here: _____) | <input type="checkbox"/> Rafting |
| <input type="checkbox"/> Cultural tourism | <input type="checkbox"/> Shopping |
| <input type="checkbox"/> Day cruise | <input type="checkbox"/> Sightseeing |
| <input type="checkbox"/> Event | <input type="checkbox"/> Skiing/snowboarding, guided __ unguided __ |
| <input type="checkbox"/> Festival* (please indicate here: _____) | <input type="checkbox"/> Snowmachining |
| <input type="checkbox"/> Fishing, guided __ unguided __ | <input type="checkbox"/> Visiting friends and relatives |
| <input type="checkbox"/> Hunting, guided __ unguided __ | <input type="checkbox"/> Walking and hiking |
| | <input type="checkbox"/> Wildlife viewing |
| | <input type="checkbox"/> Other (please share): _____ |

**Annual Cordova festivals include Shorebird Festival (May), Fourth of July (early July), Salmon Jam (mid July), Fungus Festival (late August/early September), Iceworm Festival (late January)*

5. How many days did you spend/ are you planning to spend in Cordova? _____ days

6. Where did you stay/ are you staying? _____

Feedback on Your Visit

7. How would you rate your overall satisfaction with your Cordova trip? (circle one)

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
----------------	-----------	---------------------------------------	--------------	-------------------

8. How likely are you to return to Cordova? (circle one)

Extremely Likely	Likely	Neutral	Unlikely	Extremely unlikely
------------------	--------	---------	----------	--------------------

9. What did you/ do you like most about your trip to Cordova?

10. What did you/ do you like least about your trip to Cordova?

11. What would improve your Cordova experience?

12. How does Cordova compare with other destinations in terms of value for the money of your trip? (circle one)

Much better	Better	About the same	Worse	Much worse	I don't know
-------------	--------	----------------	-------	------------	--------------

About You

13. Where do you live?

City: _____
State: _____
Country: _____

14. What is your age?

- | | |
|--|--|
| <input type="checkbox"/> 0-18 years old | <input type="checkbox"/> 45-55 years old |
| <input type="checkbox"/> 19-24 years old | <input type="checkbox"/> 55-64 years old |
| <input type="checkbox"/> 25-34 years old | <input type="checkbox"/> 65 or older |
| <input type="checkbox"/> 35-44 years old | |

Have other comments, suggestions or ideas?

Share your thoughts in the space below.

Contact Information (Optional)

If you would like to be eligible for a prize, please enter your contact information. This information will only be used to contact prize winners – we will not be sending you anything or sharing your contact information with others. Your name will NOT be associated with your responses.

First and Last Name: _____

Email: _____

Phone: _____

Want to learn more about Cordova's community plan?

Check out our project website: www.CordovaCompPlan.com

Cordova Comprehensive Plan Update

**Comprehensive Plan
Committee Meeting**

March 28, 2019

Welcome and Introductions



Our Schedule : Overview

Fall
2018

- Project kick-off
- October community visit

Winter
2018-19

- Additional research and community survey
- January Ice worm visit

Spring
2019

- Develop draft plan; get feedback from Plan Committee + City Council
- Release public review draft at the end of May

Summer
2019

- Public comment period
- Outreach to seasonal residents and visitors

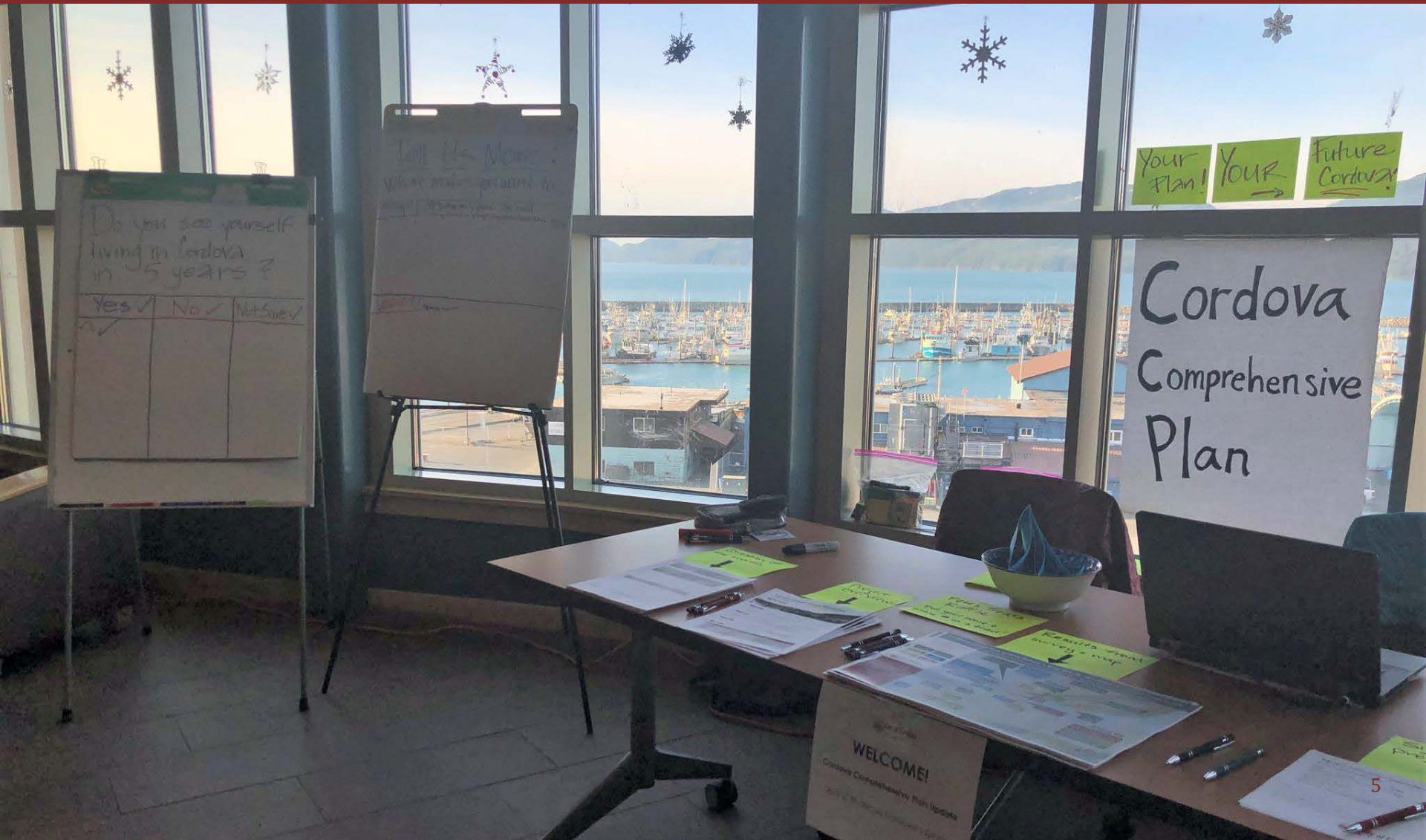
Fall
2019

- Revise plan to incorporate public feedback
- Plan approval

Detailed Schedule of Next Steps

April 2019	<ul style="list-style-type: none">• Week of April 1st: Close March Question of the Month and send brief e-newsletter posting results and announcing schedule for draft plan release• Week of April 22nd: draft plan goes to the Plan Committee for review• April 26th: Plan Committee meets to review and discuss draft
May 2019	<ul style="list-style-type: none">• Planning Commission and City Council work session on May 1st• May 1st – 26th: Project team addresses remaining comments, questions and concerns and prepares launch campaign• May 28th: public draft is released for extended comment period
Summer 2019	<ul style="list-style-type: none">• Extended public comment period – to be discussed later in presentation
Fall 2019	<ul style="list-style-type: none">• August 31st: end of public comment period• Week of September 16th: reconvene Plan Committee• October: final plan approval

Overview of Outreach



October 2018 Visit

View summary on website:
www.CordovaCompPlan.com



View snapshot on website: www.CordovaCompPlan.com

A summary of most repeated and supported themes, strategies and project ideas from the comment map and survey

A summary of most repeated and supported themes, strategies and project ideas from the comment map and survey

7



Iceworm Festival

January Question of the Month

259
responses!





The Comprehensive Plan Committee



Plan Committee

The Cordova Comprehensive Plan Committee, a broadly representative group of Cordova residents, is acting as a sounding board and group of creative problem solvers throughout the planning process.

[Learn More About Committee Roles and Responsibilities](#)

Bret Bradford

school board, fisherman, GCI staff, Cordova Amateur Youth Athletics Corporation

Brooke Johnson

Ilanka Cultural Center Director, Eyak Corporation Board vice president, business owner

Cathy Renfeldt

Chamber of Commerce executive director, Cordova Arts Council, Volunteer Fire Department

Dave Zastrow

Forest Service public services officer, Parks and Recreation Commission, Trails Committee

Katrina Hoffman

PWS Science Center president and CEO, business owner

Kristin Carpenter

Copper River Watershed Project executive director, Cordova Community Medical Center Board chair

Nancy Bird

Planning and Zoning Commission, retired PWS Science Center CEO, Historic Preservation Commission, Cordova Legislative Information Office

Olivia Carroll

Cordova High School Student Council representative

Tom McGann

Planning and Zoning Commission chair, contractor

EX-OFFICIO

Ken Jones

City Council, fishermen, business owner


EX-OFFICIO

Melina Meyer

City Council, business owner

Roles and Responsibilities

- Balance personal and community-wide interests.
- Support the process.
- Assist with engagement and outreach.
- Work productively with other committee members, city staff, and other community members, even when experiences and opinions may differ.
- Help with plan approval.



*More on
next slide*

Roles and Responsibilities

- **Assist with engagement and outreach.**

- On an ongoing and informal basis, keep family, friends, neighbors and colleagues informed about the process and key outcomes.
- Encourage others to participate at various stages of the process when appropriate.
- Provide feedback on public participation tools and process.
- Support recruitment, engagement and outreach efforts.
- Participate in interviews and attend community meetings.
- Encourage others to offer feedback on draft materials.

Meeting in a Box

Cordova Comprehensive Plan Update: Meeting in a Box Overview

This tool is intended to help city staff, committee members and other residents quickly share information about the comprehensive planning process at existing community meetings, events and workplace locations around Cordova. It includes talking points and a list of recommended materials to bring when presenting information about the plan.

WHAT is a comprehensive plan?

- A comprehensive plan is a process for communities to plan for their future by creating a long-term vision, community goals, and practical short-term strategies.
- Cordova's Comprehensive Plan was last updated in 2008.
- The comprehensive plan is a community-driven tool that will provide direction to community leaders, residents, funders and other partners.

WHO is leading the planning process?

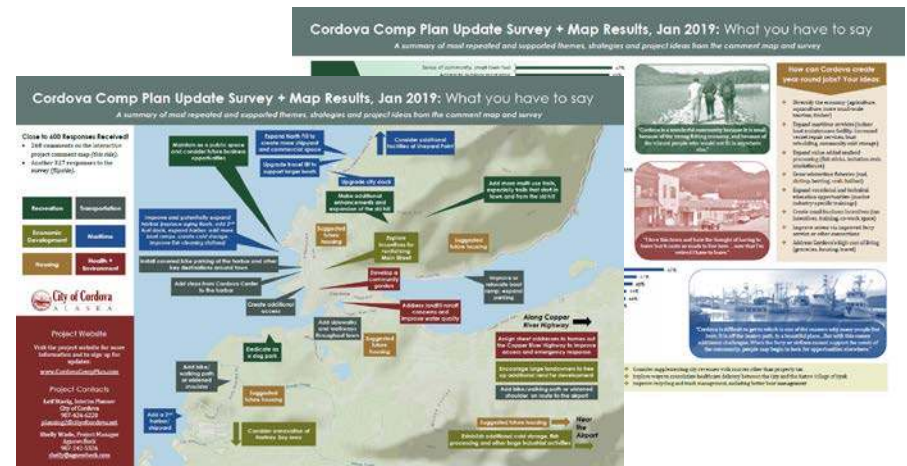
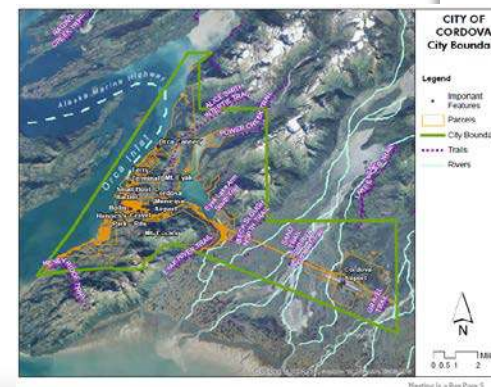
- The City of Cordova, led by Planning Staff, is overseeing this effort with help from consulting team, [Agnew/Beck Consulting](#).
- The [Comprehensive Plan Committee](#), a broadly representative group of Cordova residents, is acting as a sounding board and group of creative problem solvers throughout the planning process.
- Community entities will share the responsibility of plan implementation.

WHEN will plan development happen?

- The timeframe for the comprehensive plan process is fall 2018 through fall 2019.
- The draft plan will be released in late May. The draft will undergo an extended public review process over the summer to give fishermen, seasonal residents and others the opportunity to review and share comments.
- The target for final plan approval is October 2019.

WHY is the comprehensive plan relevant to Cordova residents?

- It is an opportunity to preserve and improve Cordova quality of life – The updated plan will guide decision-making on land use, housing, economic development, transportation, parks and recreation, health and wellness and other topics that impact quality of life in Cordova.
- It starts with and centers on a shared vision and goals for prioritizing and evaluating all future actions – The plan will clearly identify the community's desired future direction

[illegible]

Possible Meetings

Workplaces	Organizations
<ul style="list-style-type: none"> • Coast Guard • Copper River Seafoods • Copper River Watershed Project • Copper Valley Telecom Cooperative • Copper Valley Wireless • Cordova Community Medical Center • Cordova Electric Cooperative • Cordova Family Resource Center • Cordova Schools (teachers) • Eyak Corporation • GCI • Ilanka Cultural Center • Ilanka Health Center • Native Village of Eyak • Prince William Sound Science Center • US Forest Service 	<ul style="list-style-type: none"> • Chamber of Commerce • Cordova Amateur Youth Athletics Corporation • Cordova District Fishermen United • Cordova Northwind Quilter's Guild • Cordova Parent-Teacher Association (PTA) • Cordova Volunteer Fire Department • Eyak Corporation Board of Directors • Native Village of Eyak “monthly mug” tribal offices, last Thursday of every month • Native Village of Eyak Council Meeting • Senior Luncheon • Sheridan Alpine Association • Student Council

Draft Plan Launch

April 29th <i>Monday</i>	April 30th <i>Tuesday</i>	May 1st <i>Wednesday</i>	May 2nd <i>Thursday</i>	May 3rd <i>Friday</i>
Availability for Plan Committee meeting to review draft and garner support for May 1st work session?		6-7 pm Joint work session with Planning Commission and City Council		

Ideas for Collecting Community Input

- Simple Story Maps product
- E-newsletter announcement
- Facebook
- Cordova Times
- City newsletter
- Shorebird Festival, May 2 – 5
- Salmon Jam, July 12-13
- Visitor survey
- Conduct presentations/work sessions with key stakeholder groups: City committees and commissions, organizational boards, etc.
- Community meeting/open house?
- Other Plan Committee outreach?

Do you have
other ideas?

Sample Plan from Another Community

Salcha-Badger Road Area Plan DRAFT Executive Summary FEBRUARY 2019



Our Vision

The Salcha-Badger Road area is a community in the Fairbanks North Star Borough renowned for its:



How has the Salcha-Badger Road Area changed?

The Salcha-Badger Road area is the **most rapidly growing** part of the Fairbanks North Star Borough.

Sources: 2000 estimate from the U.S. Decennial Census, 2017 estimate from the American Community Survey 2013-2017 Five-Year Average.



Eielson Air Force Base (AFB) is receiving two squadrons of F-35 fighter jets
+ 3,300 residents



Impact: 85% of new residents are anticipated to live in the Salcha-Badger Road area, resulting in increased demand for housing and related programs and services.

To learn more about anticipated needs and how the FNSB community is planning for the arrival of F-35 families, check out the Eielson AFB Regional Growth Plan: www.eafbregionalgrowth.com.

Plan Purpose How can we actively shape changes in our community?

This plan is a community resource and guide that will help:

- ✳ **Protect what residents value most about the Salcha-Badger Road area.**
- ✳ **Enhance quality of life for current and future residents.**
- ✳ **Address immediate and longer-term community needs:**
 - housing
 - recreation
 - transportation
 - commerce
 - utilities

For more information and to review and comment on the draft plan: <http://salchabadgerplan.com>

Project funded through Department of Defense Office of Economic Adjustment grant

PROPOSED AREA PLAN GOALS AND STRATEGIES Land Use

Goals

- A. Maintain the area's predominantly small town and rural character with ready access to open space as well as vital community commercial services in population centers like the City of North Pole.
- B. Protect private property rights and provide for freedoms to enjoy private and public properties.
- C. Provide for quality residential neighborhoods with minimum land use conflicts and policies to buffer residential uses from more intensive industrial/commercial uses.
- D. Encourage availability of durable quality housing in a mix of densities, prices and settings.
- E. Provide for shopping and other commercial and industrial activities to meet local needs for goods and services and create local jobs and business opportunities.

"I truly value the rural feel and wide open towns to be developed and made richer for it shopping, the library, etc., and then we love

In the Salcha-Badger Road area, should I in these development categories? 2014 Survey



How would you grade current facilities Salcha-Badger Road area? 2014 Survey



PROPOSED AREA PLAN GOALS AND STRATEGIES Transportation

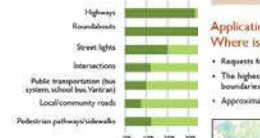
Goals

- A. Ensure that the transportation system is planned, constructed and maintained to facilitate access and improve safety and mobility for all users.
- B. Improve road maintenance to (1) maintain roads at levels appropriate to current use and to respond to demand (change of use and/or growth); (2) protect adjacent resources and user safety; and (3) provide efficient, convenient travel along the route.
- C. Establish and maintain a connected bicycle and pedestrian network that creates safer and more efficient connections throughout the area.
- D. Maintain an effective and efficient regional freight and rail transportation system.
- E. Develop an interconnected recreational trail system that serves all users and abilities and serves as a

PROPOSED AREA PLAN GOALS AND STRATEGIES Housing

Goals

- A. Increase access to quality affordable housing.
- B. In developed areas such as the City of North Pole, promote mixed use and higher density development that combines commercial and residential uses.
- C. Preserve low-density residential characteristics of the Salcha area where residents have space, privacy and are surrounded by nature.



Source: Eielson Regional Growth Plan, 2014. Data based on information from the FNSB Assessor's office and U.S. Census data.

Strategies

1. Target new housing developments in areas with established planned infrastructure and services.
2. Incorporate basic building standards into zoning requirements for areas outside of the city limits of Fairbanks and North Pole, including basic safety requirements that increase health, safety and welfare.
3. Encourage a coordinated response between community leaders, developers, policymakers and planners to ensure housing needs are met for existing residents and incoming F-35 families. This includes work through the newly formed Housing Task Force.
4. Encourage energy efficient construction and energy efficiency upgrades to reduce annual home heating costs and address air quality concerns.
5. Encourage alternative forms of heating devices in new construction other than relying on solid fuel burners.
6. Use single tools to increase public education of zoning allowances, restrictions and enforcement procedures related to junkyards.

More than 40% of housing units in the Salcha-Badger Road Area are in substandard condition*

*Substandard = housing that is poorly constructed and/or maintained; these homes may be energy inefficient and/or have safety issues, making them less appropriate for rental or purchase.

Wrap-Up

