

C. REGIONAL TRENDS –PRINCE WILLIAM SOUND & THE COPPER RIVER BASIN

Summary: Trends affecting the future of tourism in the Prince William Sound and Copper River regions are conflicting. Some trends suggesting that tourism use will grow substantially, with these regions evolving from “pass-through” areas to places with expanded facilities and services where more visitors stop and spend time. Other trends suggest that tourism will grow quite slowly, if at all.

- *Continued Growth in Visitation* The number of travelers visiting Southcentral Alaska, continues to grow, particularly the substantial numbers passing through Prince William Sound on large cruise ships. Anchorage is the State's most visited tourism destination. And use is also growing more slowly, but steadily, in PWS, including sportfishing, day sightseeing boat tours, and kayaking. But as the previous section described, while visitors on large cruiseships continues to increase, “non-cruise related business in Alaska grew only 2.1 percent between 1995 and 1999. This growth rate was approximately 45 percent below the U.S. average.” (NGI)
- *Investment in Tourism Attractions* Anchorage, Seward, Whittier and Valdez are all strongly committed to tourism. Each community is making major investments in marketing and facilities that will drive tourism growth. Examples include the SeaLife Center in Seward and the Native Cultural Center in Anchorage.
- *Growth in Cruise-Related Land Tours* As mentioned above, the numbers of cruise ship passengers coming to Alaska continues to grow. Of particular significance for the Copper River basin area is the opening of a new Copper Wilderness Lodge by Princess Tours, in May 2002. This facility stayed full all summer and is expected to add rooms next year. The experience in the Talkeetna area suggests that where one cruise line is successful, competing companies are quick to follow.
- *\$ for Investment* Regional and village Native Corporations with an explicit interest in tourism investments have large capital funds to invest. Cook Inlet Region Inc. (CIRI) has acquired Kenai Fjords Tours, Stan Stephens Charters and Mariah Charters, and built or acquired hotels in Denali, Seward and Talkeetna. Following a period of aggressive investments, CIRI has now backed away from plans to sustain or expand facilities at Growler Island and in Whittier. As a result of recent and likely near-term land sales, Chenega and Eyak Corporations will also have millions of dollars available for investment in tourism.
- *Access improvements* - Infrastructure improvements, particularly the Whittier Road, will make the Prince William Sound area more accessible, increasing market awareness and use. The state is currently studying improved ferry service in the Sound, and road or trail improvements along the Copper River. Planning continues for construction of a road north from Cordova to Shepard Point, with a deep water port facility to follow. Of all the different actions that might be taken affecting tourism, changes in access are likely the most powerful.

D. SUMMARY - LOCAL TRENDS AND THE FUTURE IN CORDOVA

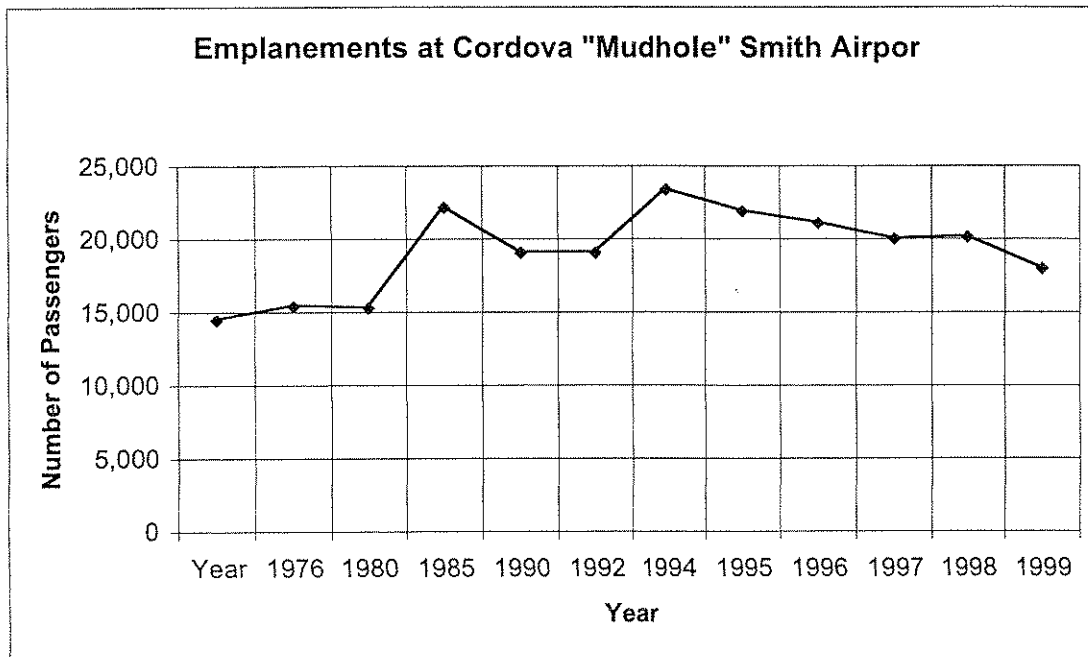
Summary - In the last 10 years, many western US small towns – places like Cordova that are located away from major metro areas and are small, attractive communities on the edge of great outdoor environments – experienced significant tourism and population growth. Cordova by contrast has seen a relatively stable level of tourism in recent years. Few people currently visit the area, despite its ample natural tourism resources. Current trends indicate that tourism levels will likely remain stable without greater marketing efforts by the community.

- *Untrammelled by Tourism* - “Undiscovered and unspoiled” are common clichés in tourism marketing. The lower Copper River is rare in that the area genuinely deserves these overused descriptions. Despite its accessibility and attractions, few people visit Cordova and the Copper River delta. Fewer than 10,000 visitors annually, perhaps as few as 5000 people, currently visit Cordova, in a state with over a million and a half annual out-of-state visitors.
- *Tourism Resources A Perfect Gateway Community?* Alaska is full of beautiful places with relatively little tourism, so caution must be used in reaching conclusions about the likelihood of rapid tourism growth in “just another beautiful Alaskan small town”. Looking on the “supply side”, it is clear that Cordova and the lower Copper River have a bounty of natural and cultural assets - a rich history, an attractive walkable small town, mountains and glaciers, strong salmon runs, fishing, and rich bird life. Access by air is good, and access by ferry could be much improved. Cordova provides an uncommonly convenient base for experiencing several distinct natural environments: Prince William Sound, the Copper River delta and river, the Gulf of Alaska coast, and the Chugach and Wrangell Mountains.
- *Tourism Market Demand* In addition to assessing innate tourism attractions, predicting future growth requires consideration of market forces - the “demand side”. While Cordova has great potential, the most visible recent tourism trends in Cordova show tourism declines. Norwegian Cruises and Stan Stephens Charters stopped sending tour groups to the area in the late 1990s, and Princess backed away from plans to build a major hotel at the Childs Glacier overlook.
- *Specific Recreation and Tourism Use Trends* Data on tourism and recreation activity in Cordova is very limited. Some general trends in local tourism-related activities and industries in Cordova are listed below. Travel in and out of Cordova remains relatively constant, while sportfishing and museum visitation have risen. Deer hunting in the region has decreased in recent years. More details about each of these indicators are listed below:

Museum Visitation

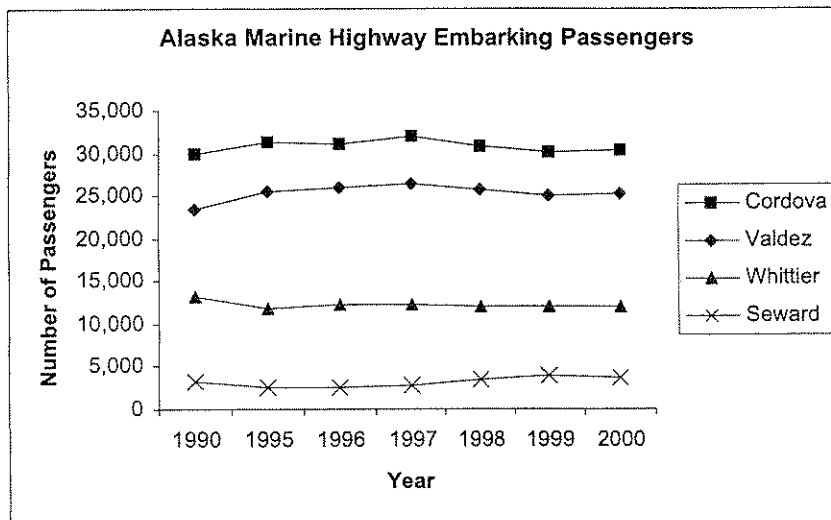
Museum visitation has steadily risen from about 2,000 visitors in the 1980s to 5,500 in the mid-1990s, and 6,300 in the year 2000. There was a two-year peak in 1998 & 1999 when Norwegian Cruise Lines visited Cordova, with annual visitation levels of 12,800 and 11,000 respectively.

Airport Traffic



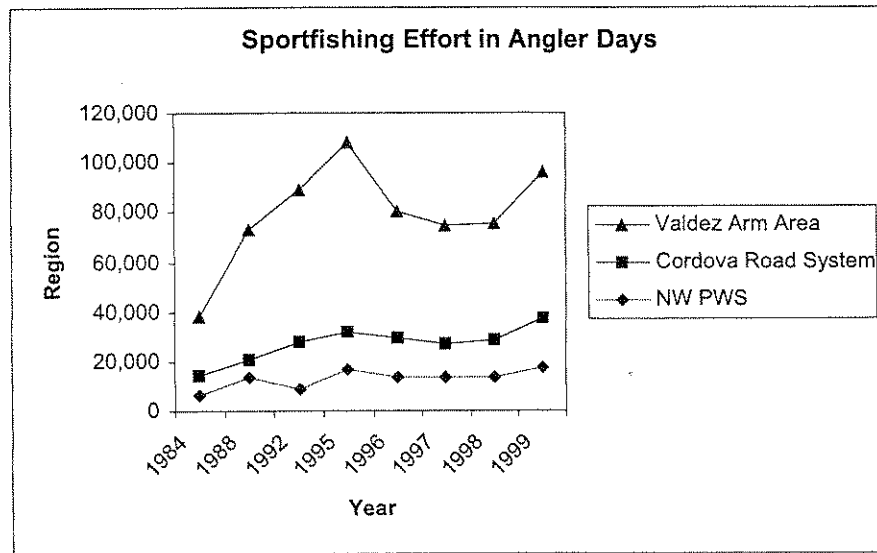
Source: Federal Aviation Administration, Terminal Area Forecast: www.apo.data.faa.gov/faatafall.HTM

Ferry Traffic



Source: Alaska Marine Highway System 1998, 2000 Annual Traffic Volume Reports State of Alaska, Department of Transportation and Public Facilities, Alaska Marine Highway System-465-8863 (Juneau).

Sportfishing Activity



Source: ADF&G Area Mgt. Reports, 2000. The Prince William Sound Region includes the Prince William Sound Mgt. District.

Deer Hunting in ADF&G Game Management Unit 6

1995-96	1996-97	1997-98	1998-99	1999-00
1,726	1,926	2,525	2,908	2,265

Source: ADF&G, Harvest Summary 2000.

VI. COMMUNITY GOALS & ACTION PLAN

The preceding sections reviewed Cordova's tourism assets, and trends in visitation. This section builds on this information to present goals and specific tourism strategies. This information reflects dozens of community meetings, and countless phone calls, letters and emails over a three year period.

Public attention on local tourism issues comes from the fact that tourism mostly takes place on community streets, sidewalks and docks; or on public lands and waters, where people earn a living, or go for an afternoon hike, or weekend getaway. This high level of community interest in tourism— either supporting or concerned about growth – makes the progress slow and at times painful. Ultimately, however, this investment makes for a solutions that work. As the Nov 2000 report Nichols Gilstrap Inc to the state says, *"If one of the ultimate goals for Alaska tourism is a sustainable reliance on visitor spending for boosting the Alaska economy and supporting desirable amenities, then an accompanying goal should be to manage visitor flows in such a manner that they do not destroy the overall natural setting or Alaskans' quality of life."*

This chapter has been developed to help Cordovans take advantage of opportunities, and to identify and help achieve community goals. Recommendations for action based on community goals are included in the second section.

Community Goals

Community goals were developed by Cordova residents and businesses during community meetings. The following goals will direct all community tourism planning efforts:

Goal: Expand and diversify Cordova's economy.

- Promote year-round tourism; strengthen summer visitation and encourage more visits in the fall, winter and spring
- Work toward steady tourism growth; avoid dramatic spikes and valleys
- Emphasize forms of tourism that can be sustained over the long term

Goal: Maintain a healthy, productive, natural environment.

- Protect natural systems that support fish and wildlife habitat, commercial fishing, subsistence

Goal: Maintain quality of community life.

- Focus on improved attractions such trails and sidewalks that directly benefit residents
- Maintain the small town qualities that make Cordova a unique place to live and visit

Goal: Improve Cordova's fiscal health and public infrastructure.

Goal: Keep the community informed and involved in tourism decisions.

Action Plan

Actions to achieve these goals focus on the four areas listed below. Specific strategies are outlined in the following pages. Detailed timelines are located in Appendices 1 & 2.

1. MARKETING AND PROMOTION
2. ATTRACTIONS AND EVENTS
3. TOURISM MANAGEMENT
4. MONITORING AND EVALUATION

1. MARKETING AND PROMOTION

As previous sections have made clear, marketing is likely Cordova's most fruitful tourism development strategy. The foundation of any market program is a clear understanding of the qualities of a destination to promote, and the markets to target. These two topics are addressed below:

A. Goal: Clarify a Market Image/"Brand" for Cordova and the lower Copper River
Cordova needs to match the success of the local salmon industry, and develop a more vivid, memorable market identity for tourism. Past marketing slogans, including the current phrase "Alaska's Hidden Treasure", haven't quite captured what makes Cordova a unique, special place to visit and live.

Action Strategy (status – in progress)

A first step to developing a marketing slogan is to describe the unique qualities and attractions that will draw desired visitors to Cordova. This is done below. The objective here is to help answer the question: what are Cordova's strengths, what to emphasize / protect / improve? (Complete this sentence - "I want to go to Cordova because.. _____.")

A productive work session was held on this topic with the tourism committee. Suggestions for a marketing slogan, based on that meeting, are presented in Appendix 4.

- Cordova is a place where economic, quality of life and conservation goals come together, a place that reaps significant economic rewards, for example, by maintaining the quality of the watershed that supports salmon.
- Cordova is a real community, a working town, home to the Copper River commercial fishing fleet: "we sell salmon not T-shirts". What visitors seem to most appreciate about our community is that it is unchanged and unspoiled by tourism. We want to keep it that way.
- Cordova resides at the gateway to four spectacular natural worlds: the Chugach & St. Elias Mountains, the Gulf Coast of Alaska, the Copper River Delta, the protected waters of Prince William Sound. Each offers a lifetime of exploration & wonder.
- You can't drive to Cordova. Only a handful of cruise ships visit our town. We've got a good thing going - we're easy to reach by commercial jet plane. At the same time, for those who want to get away from the crowds, we're off the beaten track of Alaska tourism

- Cordovans are lucky enough to live in the midst of a rich, still healthy wild place, a place to experience world famous salmon runs, stunning spring bird migrations, sea otters floating in the harbor; eagles, swans, herons flying through town; & with luck, bears & whales.
- Learn while you play. Cordova's remarkable natural & cultural history invites you to get behind the postcards. Learn about the phenomenal delta ecosystem. Find out how copper helped build a railroad, how commercial fishing makes a town, and the rich story of 10,000 years of Native history.
- Great local art and crafts, featuring materials, images and stories of the Copper River. We're proud of our artists - talented local musicians and craftspeople, internationally known painters. Annual events include our Winter Iceworm & Spring Shorebird Festivals.
- Visit Cordova for the best of both worlds: the pleasures of a sophisticated small town (comfortable lodging, good food, bookstores, shops) with great adventures right out the door. Walk on a glacier, take a float or motor trip along a river, fish fresh or salt water, hike through a rainforest.
- Planned Growth. Come see a community that's figuring out a way to keep this a great place for you to visit, and for us and our kids to live.

B. Goal: Define market targets that focus marketing dollars on the types of visitors that bring the most benefits to Cordova, and the fewest problems.

Action Strategy (status – done)

Define target markets. Conclusions on this topic are presented below.

- Alaska residents and their friends and relatives, particularly from Anchorage, Fairbanks, Juneau. The majority of visitors year round to both Kenai and the Mat-Su are Alaskans. Definitely in winter, and probably in summer, Alaskans are Cordova's strongest potential market.
- Independent travelers - Compared to cruise and other package travelers, independent travelers stay longer, spend more and spread their spending further through the community.
- Small tour groups Small organized groups of 10-100 tourists, such as alumni travel groups, are a good match for Cordova's attractions, and tend to be high value, low impact travelers.
- Smaller cruise ships (100-1000 people) - Smaller cruise ships, in modest numbers, can provide a reliable flow of visitors, and also help market the community. The potential downsides of cruise visits can be minimized as long as numbers don't exceed community carrying capacity.
- Visiting Friends and Relatives - "VFR's" can be a small but important component of community visitors. A number of Alaskan communities are making special efforts to encourage VFR travel.
- Business/ Conference Travel - Even with Cordova's currently modest conference facilities, the town can host small conferences, an important source of revenue for local businesses. Targets include Alaskan-based trade groups, government agencies, and businesses.

C. Goal: Produce a set of coordinated informational and promotional materials for immediate use.

Action Strategy

- Define Cordova tourism marketing theme with slogan and images, such as typeface and logos. (see previous two sections, Appendix 4)
- Create graphic materials to accompany advertising (standard typeface, graphics for print ads, eventually use for poster (for use in sporting goods stores, restaurants, travel agents).
- Use the slogan on all promotional materials, with electronic versions of all logos available to local businesses via the community website.
- List a comprehensive description of Cordova travel services - access, accommodations, activities (rates, contacts, etc.). (DONE)
- Compile options for itineraries for 2- 7 day visits (DONE)
- Distribute the itinerary package to travel agents, tour planners.
- Prepare a standard package/press release to share with tour planners, travel agents.
- Collect quotes and comments about Cordova by third party observers (e.g. favorable words in Alaska Magazine, in Lonely Planet Guide, recent Extreme Ski articles).

D. Goal: Plan for distribution of existing and creation of future promotional collateral materials for use within the next five years.

Action Strategy:

- Hire an agent to assist with the distribution of existing brochure (DONE summer '02)
- Expand distribution of other collateral material: Shopping Guide, and list of goods and services, itineraries.
- Print more existing brochures (currently 16,000 remain, in future may use more rapidly).
- Print cheaper "rack cards" for broader distribution.
- Begin the next-generation community tourism brochure, including local advertisers, listings of goods & services.
- Create a promotional video (DONE?).

F. Goal: Make better use of paid print, electronic media and other advertising.

Action Strategy:

- Improve generic Cordova print advertisements, using smaller ads than in past years, and relying in part on references to Cordova's improved web site. Two types of candidates:
 - a. Traditional paid magazine/travel planner ads:
 - Milepost (missed summer 2000?)
 - Anch Conv. & Visitors Bureau
 - State Vacation Planner
 - b. Non-traditional free/low cost ads in Alaskan newsletters, small circulation/special interest publications

2. ATTRACTIONS AND EVENTS

Chapter IV and Appendix 1 of this report describe attractions in Cordova and the lower Copper River area. Based on that review, Cordova could be described as “opportunity rich/developed attraction poor”. Below is a preliminary list of attractions that - if improved or developed - would greatly strengthen tourism in the region. This list reflects ongoing meetings and discussions in the community. Cordova needs to continue to review and refine this list, to match community goals for the pace and scale of tourism growth, and goals for type of travelers.

Nature-Based Attractions & Activities

The region possesses a wealth of potential natural and cultural/historical attractions, appealing to a wide spectrum of visitors. Programs and facilities to explain and provide easy access to these resources - especially for visitors looking for more structured experiences such as cruise ship passengers or tour groups - are quite limited. Based on preliminary market target goals, key improvements that the community might aim for include:

- *Wildlife Viewing* - visitors come with high expectations for seeing wildlife. The Cordova area might better meet these expectations through a combination of improved trails and boardwalks, continued good management of habitat, and by providing guidebooks with visitor information on the best season, time of day and places for seeing wildlife³. Locals shouldn't underestimate visitor's joy in seeing eagles and otters.
- *Glaciers* - better access to more glaciers, both for up-close viewing of several different ones and possibly the opportunity to walk on a glacier. A particularly important opportunity is developing better opportunities for travelers to visit Sheridan Glacier, due to its proximity to town.
- *Camping* - a tenting and possibly an RV campground near town, and one or more campgrounds on the road system. USFS and Eyak might cooperatively meet this need.
- *Trails* - more and improved hiking and biking trails. A range of trails is needed, from short easy strolls near town that give less ambitious visitors a chance to feel like they've been in a rainforest, or alone along the coast, to energetic hikes in the region for a variety of part or full day trips.
- *Natural History* - better interpretation of natural history: written & graphic materials, guided nature walks, classroom programs, and traditional facilities such as a visitors center, museums or interpretive facilities. The PWS Science Center, and research programs conducted by EVOS and the USFS are significant, untapped assets. Great progress can be made without pouring concrete. The “value-added” concept as applied to tourism means using information to make the visitor experience more fun, more memorable. In Costa

³ Carolyn Bettes of Alaska Village Initiatives points out that in Hollywood visitors are content to see “the homes of the stars”. Alaska should use this model, and provide better information on habitats & habits to help fill time when creatures themselves aren't visible

Rica, for example, the state trains taxi cab drivers about tropical flora and fauna - everyone's a guide. Visitors need better stories about what they see in the landscape.

- *Winter Attractions* - Bringing tourists to anyplace in winter Alaska is a challenge, and Cordova's variable winter weather is particular hurdle. Fall, winter and spring tourism is growing around the state, however. Between ice skating, walking, boating, lift-served, telemark and heli-skiing, snowmobiling, and even winter boat/wildlife tours, the area has much to offer.

Culture/History-Based Attractions & Activities

- *Culture/History/Art* - The comments directed at natural history apply equally if not more to culture, history and art. The region's history - from Native life, European exploration, copper mining, commercial fishing, even the oil spill - are scarcely visible. The museum does an admirable job, but much could be done outside the museum doors to engage visitors in a more active, interactive way. Particularly absent is information about Native history, including art and crafts, use kayaks, subsistence practices⁴.
- *Indoor Attractions* - one or more places where visitors could spend an enjoyable afternoon when the weather is bad. Equally important, a comfortable, flexible modern facility to accommodate small conferences and meetings. Visitors might help subsidize the new multi-purpose center currently being considered by the community.

Events

Special community events such as festivals offer an inexpensive way to expand the reasons for tourists to visit a town. They can be particularly appealing to visitors interested in learning more about a place, by providing a chance to celebrate together with residents something of special interest to them - like the annual return of salmon in Cordova. Cordova's two major existing events are the winter Iceworm celebration and the spring Shorebird Festival.

Perhaps most important in this category would be creating of a stronger salmon-related event, possibly combining the Salmon Jam and Salmon Run. This would be a way to link visitors to commercial fishing, and might even help in marketing salmon. Another possibility is an expanded fishing derby (fishing derbies are very popular in other communities such as Seward and Valdez; Cordova had held salmon derbies in the past).

Infrastructure & Access

Transportation facilities are essential to allow visitors to get to their destination, and, once there, to get around and see and experience the area. In the Cordova/lower Copper River region, air service, the airport, ferry service and the dock, pedestrian

⁴ The Alaska Tourism Marketing Council's most recent survey of prospective visitors to Alaska found that Native and Cultural history was ranked highest of all attractions as a reason to visit Alaska (ATMC, 1996 Images of Alaska). This was a surprise as most typically such attractions are important, but always secondary draws. More discussions are needed with Native people in the community to determine interest, if any, in sharing cultural resources.

walkways, trails, and the road system are essential components of infrastructure for access. Other kinds of infrastructure -- museum, visitors' center, rest rooms, medical and emergency facilities, public utilities, etc. -- also provide essential support for tourism. Priority infrastructure projects for discussion and action include:

- State Ferry. Work to get improved service, by collaboration with the City's lobbyist, and contributing to and monitoring the State Department of Transportation and Public Facilities' (DOT/PF) regional transportation planning project now nearly complete.
- Shepard Point road and dock. The Native Village of Eyak is continuing to evaluate this project. Tourism planning should take account of the possible existence of the dock in the future: the dock will change the way cruise ships land passengers and therefore the controls and restraints the community could exert, and it will change the transportation system for visitors into the community and place different requirements on parking, traffic, and pedestrian uses downtown. Similarly, requirements for cruise ship passenger use must be factored into design of the dock and the parking near it, and the separation of cruise ship passengers from log and other cargo handling areas around it.
- Air Service. Work to maintain the federal subsidy supporting regular commercial jet service, and work to expand passenger capacity on through flights.

A. Goal: Establish priorities and develop attractions and events in town that are desirable for tourists and locals alike.

Action Strategy – Near Term:

- Enhance Odiak Pond Gazebo and add restrooms. (DONE)
- Build the Whitshed Road Bike Trail, Wayside, and Camper Park.
- Develop a self guided, interpretive town walk, with associated simple brochure and signage. The walking tour route should connect points of interest & businesses (IN PROGRESS).
- Develop interpretive information, programs, package tours that make it easier for visitors to understand and enjoy the historic link between Kennicott/McCarthy and Cordova (IN PROGRESS).
- Create and install decorative town welcome signs, as a priority for summer 2003.

Action Strategy – Longer Term:

- Develop a tent campground facility for visitors, and one for longer-term campers at the Whitshed Road site.
- Operate the Ski Hill in summer, through a capital projects coordination with the City.
- Complete efforts to bring the CR&NW Train Engine back to Cordova from Bering River.
- Develop a strategy to design, build and operate a Community Center/Conference Space/Interpretive center. Components will include:
 - 150 to 300 seats
 - high quality conference facility ("sophisticated")

- linked to science center site (tied to harbor fill project)
- includes rent paying office space
- different markets/different use than from planned Eyak Center
- \$12,000,000 facility, have \$700,000 committed
- Improve the Harbor-to-Downtown walkway, focusing on safety and ease of use.
 - phase 1 – standardize curbs
 - phase 2 – designate a walkway devoid of obstructions
 - phase 3 – reconstruct the harbor stairway
- Initiate a Natural History/Environmental Education Program (with assistance from the Science Center, tourism operators, ANHA, USFS, and AWRTA).
- Improve “edge of town” attractions, including wildlife and bird viewing, glacier viewing, trails

B. Goal: Enhance and arrange daily transportation to out of town attractions.

Action Strategy:

- Enable Sheridan Glacier Access, with trails and a comfortable viewing area.
- Establish Wildlife Viewing Areas along the road corridor.
- Utilize public land management to plan for a diversity of accessible recreation and tourism environments, from wild to developed.
- Continue the church bus tour on Cordova’s road system.

C. Goal: Improve access to Cordova from within Alaska.

Action Strategy:

1. Lobby to improve Alaska Marine Highway ferry service (work with legislature, ongoing DOT/PF regional transportation plan).
2. Work with local charter air services to establish regular air links from the Cordova area into McCarthy, Wrangell St. Elias National Park area

3. MANAGEMENT STRUCTURE

A. Goal: Develop a structured tourism organization anchored on community input, that will guide tourism in Cordova and the Lower Copper River area.

Starting Point: Management Options

A number of different models for community tourism organizations exist around the state. Most such groups are focused exclusively on promoting tourism. The two most common models, Chambers of Commerce and Convention & Visitors Bureaus are described below:

Chamber of Commerce - Cordova and Dillingham are both communities with Chamber of Commerce organizations, with a board of directors, small budgets coming from membership and occasional grants, and one paid staff person. In each community, the Chamber director is responsible for a variety of activities, including tourism related tasks. In both towns, community efforts to undertake more active tourism programs have required establishing new independent groups, with the Chamber participating, but not taking the leadership role.

Convention and Visitors Bureau - Most of the larger communities in Alaska have Convention and Visitors Bureaus solely devoted to promoting tourism. The Valdez CVB, described below, gives a good example of a typical convention and visitors bureau structure and mission. These groups typically receive regular funding from a portion of the bed tax collected in the community.

Other Models - The major alternative to the organization models described above are organizations responsible for both "the tourism throttle and the brake". This is the approach taken by the tourism organization in Haines. In that community, the city funds a full time tourism director position. The tourism director has the challenging job of balancing actions to grow tourism and guiding tourism growth to serve goals such as maintaining community quality of life.

Lessons Learned- Experiences around Alaska show that communities that want to be involved in tourism need a full time person devoted to the task, working with a committee that represents a variety of key voices from throughout the community. Towns that have relied on part time or volunteer staff struggled.

Recommendations - Action Strategy:

- Establish a Tourism Committee to work with the Chamber, City, Copper River Watershed and other groups on tourism issues in Cordova (DONE)
- By fall 2002, adopt goals and strategies to guide this group
- Work with the City Council, the Chamber and the CRWP to allocate sufficient resources to the tourism organization to carry out its mission. Establish a clearer, and more predictable funding level.
- Maintain and strengthen the Chamber of Commerce and Copper River Watershed Project partnership.

Case Study: Valdez Convention & Visitors Bureau

Structure: Private non-profit. While receiving funding from a city sponsored bed tax, the organization is not part of the city government.

Mission: "encouragement and promotion of tourism and tourism-related activities, convention business, travel by the public to and through Valdez, and to maintain a continuing interest in the well being of visitors to the area."

Staff: 3 full time staff people

Management: 9 person board of directors, elected by membership. Board then elects president, VP, Sec/Treasurer. A number of committees work on specific topics.

Budget: \$408,554 (1996); 448,000 (1998).

Funding ('98): City bed tax: \$350,000, advertising/project fees: \$58,450, membership: \$12,000, fundraisers \$25,550, grants: \$2,000.

Summary: Active, effective group.

4. MONITORING, EVALUATION, EDUCATION

Two programs are needed: one is the collection of information about changes in tourism (e.g., the number and types of visitors coming to town each year) and also indicators of tourism's impacts on community goals (e.g., economic and environmental health). The second program addresses the dissemination of this information

MONITORING PROGRAM

The research associated with this report can form a baseline of tourism data that could be continued into the future. Information is also needed to track impacts of tourism on community goals, for example, keeping track of tourist spending.

Indicators of tourism's contribution to the community can be measured in tangible ways. Statistical information like that presented in Chapter IV and Appendix 2 can be easily obtained, and will give annual indication of the tourism trends in Cordova. Information should be updated annually to provide reference for tourism planning decisions.

A. Goal: Identify and track indicators of tourism's impact on community values, and create standardized ways to measure them.

Action Strategy:

- Identify concrete, measurable indicators for each community goal, and collect information on changes in these indicators. Examples include:

Economic Diversification:

- Number of business licenses in town.
- Annual income of existing and new businesses.
- Number of clients for existing and new businesses.

Maintenance of a healthy, productive, natural environment:

- Air and water quality measurements in winter and summer months each year.
- Number of trail and river users annually.
- Amount of money given to local community groups by visitors annually.

Maintenance of quality of community life.

- Number of resident and non-resident visitors at destinations such as trails and kayak campsites per year.
- Traffic density in downtown during summer months.
- Resident complaints to tourism organization about quality of life problems.
- Amount of money spent by visitors to support facilities enjoyed by locals, e.g. museum, harbor and ski hill.
- Average land values and rents each year.

Improvement of Cordova's fiscal health and public infrastructure.

- Annual revenues for services provided locally.
- Revenue earned from tourism taxes / fees quarterly.
- Assessment of necessity and quality of public infrastructure annually.

Part 2: Evaluation and Education Program:

Marking the progress of the Tourism Plan's implementation will be important in evaluating what positive and negative impacts result directly from local tourism decisions.

Information about tourism effects, particularly its positive effects, is often not widely available. Residents will tend to focus on the times a tourist did something dumb, caused a delay in traffic, etc., and not be aware of the jobs tourism creates, or the revenues tourism brings to a community. To deal with the issue, communities like Nome and Unalaska have run regular radio spots telling residents what tourism does for the community.

B. Goal: Evaluate effectiveness of tourism plan implementation in meeting community goals.

Action Strategy:

- Establish benchmarks for reaching desired changes in the community.
- Set thresholds for acceptable negative change to the community.
- Analyze data from the monitoring program in an annual tourism trends report.
- Compare actual tourism trends with projections, and change strategies that fail to meet community goals. (That is, outcomes fall beneath the threshold for acceptable change.)
- Allow room for new ideas to address desired changes that have not yet occurred.

C. Goal: Educate visitors about community goals, to foster respect for guidelines and restrictions.

Action Strategy:

- Highlight community goals in promotional materials.
- Provide adequate interpretation through signage and brochures so that visitors understand what is requested of them.

D. Goal: Educate Cordovans about the positive outcomes that result from tourism and also meet community goals.

Action Strategy:

- Distribute regular newspaper and radio press releases to remind locals how tourism benefits the community.

APPENDIX

APPENDIX 1.

CORDOVA REGION TOURISM RESOURCES

Lakes, Rivers, Mountains

- *Mountains:* Prince William Sound is characterized by mountains rising directly from tidewater – from the mussel and starfish-covered rocks at the water's edge. The Chugach and Kenai mountains, with peaks frequently exceeding 5000 feet, frame the Sound's north and western sides. Marcus Baker, at 13,176' the tallest peak in the Chugach, is located just 15 miles from tidewater in Harvard Arm.
- *Glaciers:* One of Alaska's biggest collections of tidewater glaciers is concentrated in the Port Wells/College Fjord area. This is Prince William Sound's primary cruise destination. Childs Glacier is another waterfront glacier, in this case fronting onto the lower Copper River with an easily accessible vantage point.
- *Sheltered waters:* Prince William Sound is remarkably pacific for a water body of its size and latitude. Secure anchorages and welcoming beaches delight sailors, boaters and kayakers. "Prince William Sound has an intricate, convoluted shoreline 2500 miles long - longer than the coast of California. There are enough bays, coves, bights, nooks and crannies for a lifetime of exploration" (Lethcoe - Cruising Guide to Prince William Sound).
- *Comfort and Wilderness:* Unlike inland wilderness, where exploring the backcountry often requires the hard work of getting around by foot or ski, one can experience the joys of this area while cruising comfortably in a boat, or sitting (albeit paddling) in a kayak.
- *The Copper River Delta:* east of the Sound is the broad expanse of the Copper River delta. The Copper River emerges in this area, having carved a dramatic canyon through the Chugach Mountains from interior Alaska. Alluvial material from the river has built up one of the largest wetland areas in North America. The delta is divided into a relatively accessible west half, and a wilder, more topographically-varied eastern half.
- *Weather:* Cordova provides a taste of SE Alaska weather in Southcentral. The change in precipitation over the short distance between Anchorage and Cordova is remarkable: Anchorage averages 18 inches of precipitation annually, Cordova averages 167 inches.

Fish and Wildlife

- The Copper River Delta is a prime stopping point for migratory birds. Hundreds of thousands of shorebirds and waterfowl use the delta extensively in the fall and spring.
- Prince William Sound supports a diverse and largely healthy marine and terrestrial ecosystem. The entire Sound offers good opportunities to see otters, seals, sea lions, killer whales, humpback whales, bald eagles, and occasionally black and brown bear.
- Bird life in the nearby Sound is also abundant, including cormorants, murrelets, pigeon guillemots, oystercatchers, harlequin ducks, kittiwakes and gulls.

- An early season run of king and red salmon make the Copper River world-renowned. A decent run of silver salmon also makes its way up-river.

Parks, Refuges, and Special Designations

- Copper River Delta: Although a part of the Chugach National Forest, the Copper River Delta maintains a unique management status. In order to protect the area's remarkable bird life and other special characteristics, this area is the only section of any national forest where, by law, protection of natural resource values must be given equal weight with extractive activities such as timber harvest or mining.

Cultural Resources

- Historically, the region is the meeting ground distinct Native groups:
 - *Supiak*: Southcentral subset of the coastal Eskimo groups found in Alaska. Others include the Yup'ik of Bristol Bay, and the Alutiiq in Kodiak.
 - *Coastal Eyak*: Distinct group linked to the interior Athabascan people, tied to trade and movement along the Copper River. Eyak villages were traditionally located on the east shore of the Copper River Delta.
- A series of European explorers have left remnants of their travels and activities in the region. In one short period in the late 1700's, the world's leading colonial powers - French, Spanish, Russians and English – each claimed the area for their king/queen and homeland, and then sailed off to other adventures. European exploration and colonial expansion accounts for the diverse names found on the maps today (from Valdez to Hinchinbrook to Zaikof).
- In modern history, mining, trapping, commercial fishing and fur farming have all left their impacts on Cordova.
- The Exxon Valdez Oil Spill in 1989 made an indelible mark on the people of the region. Perhaps the most notable event in recent history for the area, the oil spill impacted every aspect of lifestyle, environment, and economy in Prince William Sound. Commercial fishing, particularly for herring, was devastated. Perversely, the global publicity generated by the spill ultimately led to significant expansion in recreation and tourism use.

APPENDIX 2

TOURISM TRENDS

Understanding trends in tourism in the lower Copper River and in eastern Prince William Sound first requires a consideration of tourism trends around the state and world.

This information, presented in the following section, is largely based on the Alaska Visitor Statistics Program (AVSP), a state-funded program investigating the number, demographics, activities and other characteristics of out-of-state visitors to Alaska. The full survey process associated with the Visitors Statistics program was conducted in 1985-86, 1989-90, 1993-94, and 1999-2000 (AVSP I,II, III and IV). Between years when the full survey process was done, a limited survey determined the numbers of out-of-state visitors by trip purpose to Alaska as a whole, without any further desegregation by region or other characteristics.

1. National & Statewide Tourism Trends

US Resident Pleasure Travel Volumes: 1984-1995

The volume of pleasure travel in the United States rose 4% in 1995, to 809.5 million person trips, accounting for 69% of all US resident travel. Pleasure travel volume has grown 50% since 1985. Over half of pleasure travelers travel to visit friends and relatives (51%), another third for entertainment (33%), and 16% for outdoor recreation. (AK Visitors Association, US Travel Data Center)

Total U.S. Domestic Travel Volume in Millions of Person Trips*	
1994	941
1995	966
1996	967
1997	999
1998	1004
1999	987
2000	998
A person-trip is one person traveling 50 miles (one way) or more away from home and/or overnight. A trip is one or more persons from the same household traveling together.	
Source: Travel Industry Association of America; Travelscope®	

Out-of-State Visitor Volumes: 1985-1989

The following table shows the steady growth in out-of-state travel to Alaska.

While overall numbers have continued to grow, the rate of growth has been variable. In general terms, the rate of growth was relatively slow from 1985 to 1989, more rapid from 1990 through 1994, and then slowed again in recent years. As is described in the following material, this recent slowing is concentrated in the independent travel sector; package travel, particularly cruise travel, has continued to grow rapidly.

Total Out-of-State Visitors to Alaska 1980-1997

Year	Visitors	Annual Growth	Average Annual Growth
1980	500,000		
1985	725,000		1985-89
1989	808,600		average 4%/year
1990	880,000	9%	
1991	925,300	5%	
1992	900,000	-3%	1990-94
1993	1,047,000	16%	average 8%/year
1994	1,121,000	7%	
1995	1,166,000	4%	
1996	1,200,000	3%	1995-present
1997*	1,250,000	4%	average 4%/year

Source: AVA Overview of the Visitor Industry, 1997.

Trip Purpose and Season

As the Table below shows, four out five travelers visit Alaska during the summer (May - Sept.). Off-season travel to Alaska is growing, primarily in the spring and fall shoulder seasons. However, summer travel continues to grow more rapidly than travel in fall/winter/spring.

Travelers are classified into the five trip purposes shown below. Vacation Pleasure (V/P) travelers make up the largest and fastest growing segment of the market. The rate of growth of travelers visiting friends and relatives is largely tied to the rate of growth of the state's population, and consequently has been relatively stable over the last 10 years. Likewise travel for business generally tracks the health of the state economy, and declined between 1985 and 1989, and then picked up substantially between 1989 and 1993.

Out-of-State Visitors by Trip Purpose and Season 1985-1994

	1985-86		1989-90		1993-94*	
	Summer	Winter	Summer	Winter	Summer	Winter
Vacation/Pleasure Visitors	272,600		331,200	21,800	510,300	28,200
Visiting Friends/Relatives	77,200		82,500	38,000	78,000	40,800
Business and Pleasure	36,800		46,000	28,400	44,700	19,000
Business Only	44,600		37,300	85,200	70,000	90,900
Seasonal Worker	17,600		15,200	5,000	10,100	4,600
Total Visitors	448,800		513,500	178,400	713,200	183,500

Source: AVSP III Summer 93 Arrivals, summary table IV; AVSP III Winter Fall 93-94 Summary Table III.
note: these figures are inconsistent with the previous table due to changes made in the AVSP survey process).

Tourist Characteristics - Package & Independent Travelers

Alaska's "average" out of state vacation/pleasure tourist is a composite of two main categories of travelers: *independents*, who make their own travel arrangements, primarily while traveling, and *package* travelers, who make and pay for their travel arrangements in advance.

Summer Vacation Pleasure Travelers Characteristics of Package and Independent Markets

<i>Characteristic</i>	<i>Package Mkt.</i>	<i>Independent Mkt.</i>
Age	55 years old	<u>younger</u> - 43 years old
Gender	47% male/53% <u>female</u>	more men than women (55% to 45%)
Employed	46% employed	<u>more likely to be employed</u> (58%)
Avg. Income	high	<u>higher</u> (>\$60,000/yr/household)
Party Size	2.2 people	the same
Length of Stay	6.7 nights	<u>stay longer</u> (11.8 nights)
Repeat Visits	1 in 10 repeat	<u>more likely to return</u> (4 in 10 repeat)
Percent of AK Mkt*	57% of visitors (fastest growing)	28% of visitors (and declining)
Profile	likes <u>structure</u> , socializing & group	likes <u>flexibility</u> ; gives up certainty &
(pop tourism	activity; "adventure with	ease of travel arrangements for more
psychology)	handrails"; minimum hassles	customized, in depth experience

Source: AVSP, Summer 93 Vacation/Pleasure Arrivals, Table III-B. *The additional 14% of the market is a hybrid - the "inde-package market. This group has demographics between the other markets. They stay longer and spend more than either group.

Compared to the overall U.S. population, average visitors to Alaska are wealthier, better educated and older. As the figure above shows, Alaska's visitors can be roughly categorized into two general categories. One is the generally older, disproportionately female and retired group that seeks more passive, comfortable, and predictable trips. The people often depicted in advertisements for Alaska - a silver haired, vigorous looking couple in their early 60's - give a representative image of this group. Independent travelers are younger, more likely to be male and employed, and tend to stay longer and seek more active experiences. As is discussed further in this report, the lines between these traditional categories are beginning to soften as the baby boom ages and starts taking cruise trips, package travelers spend part of their trips as independents, and many older people remain fit and adventuresome into their 60's and beyond.

Three Key Changes: Trip Duration, Party Size, Package vs. Independent Markets

Trip Duration: The average trip to Alaska is 10.2 days, down from 12 days in 1989. This trend reflects a nation wide trend towards shorter, more frequent trips. This change reflects increases in the average hours worked per year, declines in paid time-off, and increasing numbers of two wage earner families.

Party Size: Historically, few families have visited Alaska, but demand for family travel is growing around the world. Established tour companies such as Maupintour that historically excluded kids are now actively seeking family business. The Alaska cruise

industry is dropping prices, in part to broaden appeal to families. Multi-generational trips are also increasingly popular.

Travel Type: In recent years a gap has opened between the growth rates of independent and package travelers. Package travel, dominated by the cruiseship market is the fastest growing portion of the Alaska travel market, growing 86% between 1989 and 1995, an average annual rate of approximately 11% (AVA). This rapid growth reflects discounted cruise prices, increased capacity, heavy marketing, and growing appeal of cruising to the large baby boom market, to younger, more active travelers and more families. Independent travel is growing, but at a much slower pace, approximately 4%.

Visitor Mode of Entry

Cruise ship was the dominant entry mode for summer vacation pleasure (V/P) visitors in 1993, followed by domestic airplane. The percentage of vacation/pleasure visitors arriving by domestic air grew between 1985 and 1993, while the share of cruise ship and highway entry modes declined. This change reflected the growing popularity of cruises that end or begin by air, and the growth of independent travelers. More recently the percentage of travelers entering by cruise boat is believed to have increased a percentage of all vacation/pleasure travelers.(McDowell AVA Conference Presentation, Fall 1997)

Summer Visitor Entry Mode

Entry Mode	1989	(% of total '89 entries)	1991	1993	1995	(% of total '95 entries)	% change 1989-95
Domestic Air	312,700	(51%)	386,300	443,600	508,300	(52%)	+63%
Int'l Air	18,400	(3%)	18,800	14,500	13,300	(1%)	-28%
Cruise Ship	152,200	(25%)	194,000	247,000	283,500	(29%)	+86%
AMHS	27,000	(0.4%)	29,600	29,100	27,000	(0.3%)	0.0%
Highway	98,400	(16%)	97,800	112,000	135,000	(14%)	+37%
Total	608,700		726,500	846,200	967,100		+59%

Source: Alaska Visitors Association - A Comprehensive Overview of the Alaska's Visitor Industry, 1997.

Highway "Rubber Tire" Visitors - The percentage of travelers coming to Alaska by car and/or ferry is small (14%) and declining as a percentage of all entry modes. Highway visits grew during the first half of the 90's but have recently declined (see Valdez section following for details). Possible reasons include decreasing spending marketing Alaska, often mediocre roadside services within the state relative to Canada and other competing destinations, and the national trend towards shorter trips. Meanwhile in-state motorhome and auto rental companies are thriving.

Constituting the largest single entry mode for visitors to Alaska, the cruise industry is a large factor in deciphering tourism trends. From 1995 – 1999, cruise passengers made up 75% of visitors to the state, compared with 25% arriving through domestic air, 3% via

international air, and about 1% on the highway system (Source: AVSP). Therefore, it is helpful to view trends in tourism through indicators in the cruise industry. The following table demonstrates how tourism growth rates in Alaska are slowing dramatically, both within and outside of the cruise industry.

Visitor Growth Rates in Alaska

Year	Total Summer Visitor Growth Rate	Summer Cruise Visitor Growth Rate
1996	10.1%	18.7%
1997	5.3%	16.5%
1998	3.8%	10.0%
1999	3.0%	6.0%

Source: Strategic Marketing Analysis and Planning for Alaska Tourism, from AVSP and CLIA

Cruise passenger volume in Southeast Alaska leapt from about 200,000 in 1990 to about 400,000 in 1995, and nearly 600,000 in 1999. The steady increase is evidence to the large boom in cruise activities in the early 1990s. While still increasing in the late 90s, cruise passenger growth began to taper off. Source: Economic Impact of the Cruise Industry in Southeast Alaska McDowell Group, Inc.

International Visitors - International travelers make up a small, growing segment of the Alaska market (8% in 93, current estimates may be as high as 10%).

International travelers are particularly sought after travelers. They tend to stay longer and spend more than domestic travelers, and to seek out adventures off the beaten track. Over 50% of the people going to the Valley of 10,000 smokes in Katmai, for example, are international.

Visitor Satisfaction

Surveys taken between 1985 and 1993 show a slight decline in visitor satisfaction, from very high to just slightly less. This small change was concentrated in younger, wealthier, independent males. Cruise/package visitors were the most satisfied with their trips.

Tourism Marketing

Marketing activities are critical to tourism success. Cooperative marketing is particularly important for smaller businesses. The budget for Alaska's cooperative marketing program - key to luring independent travelers - has dropped by half in the last 10 years. Since 1987, Alaska has gone from 4th to 27th in the nation in statewide marketing (AVA April 98). Meanwhile, private sector marketing for package cruise travel is very well funded.

Visitor Spending

Despite the popular image of rich travelers who casually spend \$500 or more per day, typical visitors are frugal. As the table on the following page shows, average total in-state expenditures for travelers to Alaska are \$90 per night spent (\$780/trip), which gives a sense of the tight constraints within which any tourism product must be planned. Independent travelers spend more per trip more on average than round trip cruise package passengers, however, independent spending differs little from *average per port* spending by round trip cruise passengers. Half to three-quarters of cruise ship passengers take day tours at each port. Spending on such tours (flight-seeing, raft trips, city tours, etc.) makes up the large majority of cruise tourist in-state expenditures, with the remainder spent on food and beverage, gifts and souvenirs. The biggest Alaska spenders are package tourists who combine cruising with land tours (e.g. cruise to Seward, rail to Denali), and independent travelers who buy package tours in Alaska (e.g., a overnight trip to fish in Cordova, or see bears at Brooks Camp).

Information from a 1996 study in Juneau (McDowell) gives an additional perspective on typical expenditures. As the adjacent table shows, cruise ship passengers averaged an expenditure of \$98/person, while independents spent an average of \$425 per person. The higher number for independents reflects their tendency to stay multiple days in town, and therefore spend more, particularly on lodging and food.

Visitor Spending in Juneau in 1994

Type of Traveler	Number Visiting	Avg \$/person
Cruise Ship Passengers	380,000	\$98/person
Cruise Ship Crew	163,000	\$18.5/person
Independent Out of State	64,000	\$425/person

Average Spending by Alaska Out of State Visitors

Travel Type	Package				Inde-pendent	Inde-Pkg
	Round -trip	Cruise/Air	Cruise/Tour	Other Tour		
Total In-state Expenditure/Trip	\$256	\$325	\$1,137	\$1,056	\$827	\$1,179
Avg Trip Length	6.7 days	6.7	11.5	11.5	11.8	15.8
Expenditure/Day	\$38	\$48.5	\$98.9	\$91.8	\$70	\$75.6
Avg Expenditure/Port	\$64-85					

1993 AVSP Expenditures Table III-G, Average intended trip length: AVSP Arrivals, Table III-B. Cruise/Air refers to trips where travelers go directly from plane to boat (or the reverse) without intervening travel time. Cruise tour refers to trips where a portion of the trip is by boat, and the remainder on ground (e.g., by bus or train to Denali or Fairbanks). Average trip length for Cruise tour and "other tour" is an estimate by the authors. Expenditure per port is based on the typical cruise that stops in 3 or 4 ports on a week long trip. Actual expenditures in any given port vary due to differences in available excursion and shopping opportunities, and length of stay. In Cordova, expenditures are likely to average \$40/person.

Tourism Activities/Tourism Destinations

The list of most popular attractions includes both places that are notable for their convenience, (e.g., Portage and Mendenhall Glaciers, Totem Poles) and outlying locations that have good access, spectacular scenery including glaciers and wildlife, and are extraordinarily well known (e.g., National Parks like Denali and Glacier Bay). There is growing interest in active, self directed contact with unique natural and cultural environments (adventure tourism/ecotourism), but relatively few visitors want to be any less comfortable or secure in their pursuit of these interests.

Alaska Out-of-State Travelers - Most Visited Attractions

1989	1993	
<i>Vacation/Pleasure Visitors</i>	<i>Vacation/Pleasure Visitors</i>	<i>All Visitors</i>
1. Inside Passage (203,000 - 57%)	1. Inside Passage (370,500 - 59%)	1. Inside Passage (387,200 - 46%)
2. Mendenhall Glacier (178,000)	2. Ketchikan Totems (314,900)	2. Portage Glacier (370,000)
3. Glacier Bay (165,000)	3. Mendenhall Glacier (310,300)	3. Mendenhall Glacier (331,800)
4. Skagway Historic Gold Rush District (157,400)	4. Skagway Historic Gold Rush District (282,500)	4. Ketchikan Totems (331,800)
5. Ketchikan Totems (154,800)	5. Denali/McKinley (270,000)	5. Denali/McKinley (301,200)
6. Portage Glacier (145,500)	6. Portage Glacier (263,000)	6. Skagway Gold Rush (296,700)
7. Denali/McKinley (144,700)	7. Glacier Bay (245,500)	7. Glacier Bay (256,400)
8. Anchorage Museum of History & Art (103,900)	8. Sitka's Russian Church & Dancers (180,600)	8. Anch Museum of History & Art (216,300)
9. U. of A.-Fairbanks (100,200)	9. Alaska Pipeline (173,200)	9. TransAlaska Pipeline (200,700)
10. TransAlaska Pipeline (93,300 - 26%)	10. Anchorage Museum (168,000)	10. Sitka's Russian Church & Dancers (186,000 - 22%)

Source: ASVP-89 Patterns Opinions and Planning, table IV-B-7. AVSP-93, Table III-L; Table I-L.

1994 to 2000 Comparison of U.S. Domestic Travel

- The overall U.S. domestic travel volume (997.6 million person-trips in 2000) represents a six percent increase from seven years ago, reflecting similar (6%) growth in the total U.S. population during the same period. Although person-trips have increased by six percent over the past seven years, household trip volume in 2000 (557.4 million trips) increased by only two percent.

- In 2000, leisure travel volume is up nine percent from 1994, while business/convention/seminar travel volume shows little change from 1994.
- The greatest change in the demographic profile of travelers from 1994 has been, not surprisingly, the rise in household income levels. Travelers' average annual household income has increased from \$50,700 in 1994 to \$63,100 in 2000. Also, education levels of travelers have risen. Now, more traveling households have a college degree or higher versus 1994 (57% vs. 53%).

Source: Travel Industry Association Domestic Travel Report, 2001 Edition; Travel Industry Association.

2. Regional Tourism Trends

This section drops down to the next geographic level of tourism analysis, looking at trends in tourism in the Southcentral Alaska region. This region encompasses the Copper River, Prince William Sound, Anchorage, Kenai and Mat-Su Borough regions.

a. Southcentral Alaska Region Trends

Southcentral Alaska Visitor Volumes: 1985-1993

Southcentral Alaska is the most visited of 5 major regions of Alaska, visited by 68% of all summer visitors. Southcentral Alaska's share of total out-of-state travelers was stable between 1989 and 1993. During this period SW lost "market share" while travel to Denali increased.

Summer Out-of-State Visitors to Five Regions of Alaska (all visitors) (and percentage of all visitors traveling to each region)

	Summer 1985	Summer 1989	Summer 1993
Southcentral	282,900 (66%)	356,400 (68%)	569,300 (68%)
Southeast	258,500 (60%)	307,700 (60%)	502,800 (60%)
Inter./North	189,000 (44%)	180,500 (35%)	295,100 (35%)
Denali	144,200 (33%)	175,200 (34%)	301,200 (36%)
Southwest	29,200 (7%)	42,200 (8%)	47,100 (6%)
Alaska Total	431,200	521,100	836,900

*the sum of visitors to each region exceeds the "Alaska Total" because some travelers visit more than one region; numbers in parenthesis are % of annual total; source: ASVP 85,89, 93 Patterns.

Trip Season

In Fall/Winter/Spring 1993/94, 183,500 visitors came to Alaska (for all travel purposes), of which 146,300 or 80% visited Southcentral. By comparison, only 29,900 or 16% of all FWS travelers visited Southeast. One of five Southcentral travelers came between October and April. The next most visited region is interior/north where 13% of annual visitors come in non-summer months. Southcentral's winter visitors include business and conference travelers and a small but growing group of vacation-pleasure tourists. Most of this off-season travel occurs in the "shoulder season" months of April and October.

Characteristics of Southcentral Alaska Visitors

The table below shows how V/P visitors to Southcentral Alaska compare to the average statewide visitors to Alaska, and also to visitors to Southeast. Southcentral visitors make up two thirds of all state visitors, so they are similar to the average statewide visitor. Southcentral visitors characteristics are most obvious by a comparison against visitors to Southeast, the state's second most visited region, and the region with the highest percentage of package (cruiseship) travelers.. Relative to the cruiseship-dominated Southeast, Southcentral visitors are younger, more likely to be employed, and stay longer.

Characteristics of Southcentral Out-of-State Visitors

Characteristic	Southcentral	Southeast	Statewide
Age	52	56	52
Gender (% male)	51%	46%	50%
% employed	49%	40%	47%
average income	\$59,700	\$60,200	\$59,200
length of stay in AK	12.1	8.8	9.5
% package travel*	37%	67%	44%

source AVSP Summer 93, Patterns table III-R, and Table IV-AA. For all travel purposes, Patterns Graph II-D

Visitor Entry Mode

Domestic air is the primary entry mode for visitors to Southcentral Alaska. Since 1989, a growing percentage of visitors have come by cruiseboat via Seward. International air declined in the early 90's due to changes in technology and flight routes which eliminated the need for refueling stops in Anchorage en route between North America and Asia.

Entry Mode of Out-of-State Visitors to South Central Alaska

Mode	1989	1993	(1993-Statewide)
Domestic Air	52%	48%	(41%)
Cruise Ship	19%	23%	(42%)
Highway	17%	18%	(11%)
Marine Hwy.	8%	6%	(4%)
Int'l Air	1%	5%	(2%)

Source AVSP 93 Patterns table IV-H, Arrivals table III-A; AVSP 89 Patterns, table V-B-1

Travel between Regions

Southcentral Alaska, specifically Anchorage, is the hub of state travel. For example, as is shown on the table on the following page, in summer 93, 88% of the people visiting SW also went to Southcentral Alaska. This suggests that growth in tourism anywhere in Alaska tends to result in increased visitation in Anchorage. This also suggests the opportunity available to communities like Cordova to tap into tourists traveling virtually anywhere in Alaska.

Travel Between Regions

Percent of visitors who went to regions below who traveled to other regions					
	Southeast	Southcentral	Interior/No.	Southwest	Denali
<i>Also Visited:</i>					
Southeast	--	63%	73%	26%	70%
Southcentral	56%	--	93	88	99
Interior/North	38	55	--	34	79
Southwest	1	6	4	--	3
Denali McKinley	41	65	87	34	--

Source AVSP 93 Patterns, table IV-O

Summary of Growth in Regional Communities and Destinations

As the map below shows, in 1989 Vacation/Pleasure summer out-of-state visits to Valdez, Whittier, Seward and Homer were clustered in the vicinity of 60,000 to 90,000 annual people. By 1993, summer visitation levels had grown 40% in Valdez, 78% in Homer, and a remarkable 231% in Seward. Out of state visitors to Whittier, by contrast, grew only 10%. The number of tourists to Cordova grew substantially (61%) but total numbers remain quite small.

Summer Out-of-State Visitors Southcentral Alaska Communities

Community	1989	1993
Whittier	69,100	75,700
Valdez	78,000	109,700
Homer	60,300	107,600
Cordova	9,100	14,800
Seward	89,800	208,300

Source: AVSP 89, 93 - V/P is Vacation Pleasure travelers, the largest category of out-of state visitor trips.

Note: the Alaska Visitor Statistics Program is based on a select sample of out-of-state visitors to Alaska. This survey provides quite reliable data on characteristics of statewide travelers as a whole, and also for large subsets of total travelers, such as visitors to Southcentral Alaska. Accuracy falls off where AVSP data are used to reach conclusions about destinations visited by relatively few visitors, such as Cordova. This happens because the sample size becomes very small.

Among vacation/pleasure tourists, Portage Glacier is the most visited attraction in the SC area, and among all tourists, the most visited attraction statewide. Portage's attraction comes from convenient access, proximity to Anchorage and an established tourist "pipeline", and a high quality visitor center. Fastest growing SC vacation/pleasure attractions are easy to reach, affordable, and attractive to a mix of markets, including V/P, business, VFR and residents. Examples include:

- *College Fjord* where visitors nearly tripled since '89. Rapid growth here was spurred by large cruise boats and day tours. (Cruise lines have added College Fjord area as a substitute or addition to the very popular Glacier Bay area, where use is restricted.)
- *Kenai Fjords/Prince William Sound* (use more than doubled since '89) - rapid growth supported by expansion of day tour boat services, aggressive marketing.

Southcentral Alaska offers very little opportunity for learning about Native cultures and Alaska history. By contrast, in Southeast Alaska, history and culture-based attractions receive very high levels of visitation. Examples, and the numbers of 1993 summer V/P visitors, include:

Ketchikan Totems (314,500 visitors), Skagway's Historic Gold Rush District (282,500 visitors), and Sitka's Russian Church and Dancers (180,600 visitors).

The previous material focused on out-of-state tourism trends and statistics. The remainder of this section looks at indicators of total visitation to the lower Copper River/ Prince William Sound region, including resident travelers. There is no systematic evaluation of resident tourism demand comparable to the Alaska Visitor Statistics Program. A sense of the magnitude of activity can be pieced together, however, through interviews with individual businesses, and visitation statistics from specific destinations. While not covered well in state tourism records, resident recreation demand makes up a significant portion of all recreation/tourism demand in Alaska. The table below presents estimates of the percentage of resident vs. out-of-state participation in select tourism activities.

Resident Percentage of Recreation/Tourism Activities

Activity	Percent Resident	Data Source
Sportfishing - Angler Days	66%	ADF&G surveys
Remote hunting & fishing lodges	<10%	interviews with operators
Day Boat Cruises (e.g. Kenai Fjords)	30-40%	interviews with operators
Overnight Cruise Boats	<5%	interviews with operators
Visits to Kenai Fjords National Park	25%	NPS user surveys
Visits of State Parks on Kenai Peninsula	75%	Div. of Parks user surveys

Source: CBA

Resident demand for tourism products increases directly with declines in required spending and time. For example, residents make up a significant percentage (approximately 30%) of relatively affordable day boat tours, but less than 5% of the clients of more expensive fishing lodges.

Population in Alaska is projected to grow slowly over the coming 5-10 years. For this reason, tourism demand directly associated with residents, and also with people visiting friends and relatives is likely to grow more slowly than other forms of travel, and represent a declining share of all tourism activity. With statewide employment projected to grow at a tepid 1% annually, out-of-state tourism associated with businesses - and business travel - is also expected to grow slowly.

National Parks

Use of National Parks in the greater PWS project area has grown steadily in the last 10 years. Visitation to Kenai Fjords National Park, primarily due to increased day cruise boats, has grown faster than any other National Park in Alaska. A 1991 survey of Kenai Fjords Park users by the University of Idaho found that one quarter of park visitors were Alaskan residents.

Visitation to National Parks

Park	1989	1990	1991	1992	1993	1994	1995
Kenai Fjords	75,557	66,115	107,041	108,130	189,712	209,516	230,657
Wrangell St. Elias	33,221	35,976	38,973	42,229	45,335	50,146	54,430

Source: National Park Service

Chugach National Forest

Use of Chugach National Forest by both residents and out-of-state visitors is shown below. Changing activity levels for this combined group is led by trends for out-of-state visitors, but also reflects generally similar resident interests. Fastest growing activities are more passive activities like day tours and visiting visitor information centers. The slower, but still increasing activities in fishing and cabins/camps is driven by residents and out-of-state visitors.

Recreation Visitor Days - Chugach National Forest (in thousands)

Activity	1988	1994	1996	Trend
Camping, Picnicking	177.6	176.5	163.8	slow decline
Mechanized Travel & Viewing Scenery (tour boats, tour ships)	780.1	1319.3	2005.7	Rapid Growth
Hiking, Water Travel	166.6	144.2	142.9	slow decline
Winter Sports	31.8	30.0	31.3	flat
Resorts, Cabins, Camps	49.6	62.7	61.2	growth, recently flat
Hunting	66.7	21.8	22.6	<i>decline, recently flat</i>
Fishing		100.7	107.3	growth
Wildlife Observation	2.2	8.6	9.8	growth
Visitor Centers, Tours & walks, gathering forest products	66.0	113.0	145.3	Rapid Growth

Source: USFS and CBA

Public Use Cabins Chugach National Forest 1991-97, By Ranger District

District (cabins)	avg: nights & (people per night)	Annual Cabin Use - Number of Nights Rented (number of people)						
		1991	1992	1993	1994	1995	1996	1997
Glacier	108 (1.8)	639 (1133)	726 (1188)	760 (1353)	689 (1249)	759 (1395)	753	772
Seward	135 (2.5)	2280 (5844)	2423 (6440)	2562 (6989)	2549 (6242)	2433 (6200)	2,348	2,349
Cordova	64 (1.2)	1341 (1442)	1382 (1486)	1346 (1523)	1141 (1256)	1144 (1369)	1,225	1,271
Total		4260	4531	4668	4379	4336	4326	4392

Source: CBA & USFS

USFS Public Use Cabins remains strong, but growth is limited by capacity. The more popular cabins - those with good access and/or good fishing - are used virtually every night all summer, and receive some winter use. Less convenient/attractive locations generate only spotty use.

Angler Days of Effort Sportfishing in Alaska, SC, and Prince William Sound Region

Year	Statewide Effort	South-central	Total PWS Effort	PWS % of statewide
1986	2,0714,12	1,518,712	64,251	3%
1987	2,152,886	1,556,050	81,221	4%
1988	2,311,291	1,679,939	84,971	4%
1989	2,264,079	1,583,547	95,247	4%
1990	2,453,284	1,745,110	105,739	4%
1991	2,456,328	1,782,055	113,062	5%
1992	2,540,374	1,889,730	113,418	4%
1993	2,559,408	1,867,233	104,577	4%
1994	2,719,911	1,966,985	122,330	4%
1995	2,787,670	1,985,539	138,194	5%
1996	2,733,008	1,948,892	131,881	5%

Source: ADF&G, Fisheries Data Series No. 97-29, Nov 97. ADF&G Fishery Mgt Report 96-4, Sept 1996.

PWS sportfishing effort, measured in angler days, more than doubled between 1986-96. In 1996, in Southcentral Alaska, residents fished 67% of total angler days, out of state residents made up 33% of Southcentral fishing.

Harvest levels of deer, moose, bear and other species commonly hunted in region has remained relatively constant over the last 5 years (ADF&G - Wildlife Conservation Division).

b. Copper River/ Prince William Sound Region Trends

AMHS Prince William Sound – Embarking Passengers

Port	1990	1995	1996	1997	1998	1999	2000
Seward	3,171	2,492	2,545	2,819	3,437	4,044	3,746
Whittier	9,954	9,248	9,637	9,393	8,669	8,097	8,285
Valdez	10,395	13,773	13,757	14,256	13,653	12,874	13,197
Cordova	6,453	5,842	5,211	5,414	5,077	5,088	5,075

Source: Alaska Marine Highway System 1998, 2000 Annual Traffic Volume Reports. State of Alaska, Department of Transportation and Public Facilities, Alaska Marine Highway System-465-8863 (Juneau).

As local residents are quick to point out, ferry service in PWS leaves much to be desired, both for residents and visitors. Businesses complain that the ferry competes for sightseeing tourists; residents justifiably complain that timing of trips (which often arrive and depart in the middle of the night) is a major barrier to increased use. The Alaska DOT/PF recently adopted a transportation plan for this region calling for much improved ferry service. The approved "fast ferry" plan would create much more convenient and quicker service, and will likely lead to expanded use of the system by visitors, which will in particular benefit Cordova.

Cordova and Valdez have daily commercial air service. The flights to Valdez tend to be unreliable during winter, due to the short runway constrained by mountains, and the frequently inclement weather. Cordova, by contrast, has a large WWII vintage airport, and daily service by an Alaska Airlines jet linking Anchorage, Yakutat, Juneau and other

SE communities. The slow but steady drop in emplanements shown below reflects the general slowing of Cordova's economic life, particularly fishing, over the last decade.

Emplanements

	1990	1995	1996	1997	1998	1999	2000
Cordova	23,877	23,285	22,104	20,696	19,869	20,648	20,354

Source: FAA, Office of Airport Planning and Programming 800 Independence Ave. SW Washington DC 20591 202-267-8739; FAA Airport Division, Anchorage Federal Office Building 907-271-5438.

Sportfishing

The greater Prince William Sound area is a popular fishing destination, particularly for Alaskans and particularly for halibut and other bottom fish and late summer silvers. As mentioned above, the region offers good fishing, but generally is not considered a top fishing destination relative to other parts of Alaska. Active management by the state Dept of Fish and Game has greatly increased sportfishing resources in more accessible portions of the region. Hatchery enhancement increases the size of natural runs, and introduces species not commonly found in the area such as sockeye and Chinook salmon.

Sport fishing effort in angler days in the Prince William Sound area of Southcentral Alaska

Region	1984	1988	1992	1995	1996	1997	1998	1999
NW PWS	6,123	13,868	8,980	16,548	13,124	13,511	13,752	17,265
Cordova Road System	8,196	6,994	19,222	14,918	16,456	13,842	15,039	19,907
Valdez Arm Area	23,605	52,108	60,952	76,429	50,896	47,516	46,571	59,080
Other Areas	19,624	12,001	24,264	30,299	16,972	26,210	17,141	26,195
Total	57,548	84,971	113,418	138,194	97,448	101,079	92,503	122,447

Source: ADF&G Area Mgt. Reports, 2000. The Prince William Sound Region includes the Prince William Sound Mgt. District.

Hunting

The Prince William Sound area offers popular hunting for the species commonly found in the forested coastal regions of Alaska including black bear, Sitka black tailed deer (introduced into the Sound in the early century), waterfowl, and lesser numbers of moose (also introduced, into the Copper River Delta), brown bear, and mountain goats. Access is good to popular coastal hunting areas by boat and floatplane. A few areas have road or trail access, including the Copper River delta, and on Montague Island.

Harvest levels of deer, moose, bear and other species commonly hunted in region has remained relatively constant over the last 5 years.

Deer Hunting, Game Management Unit 6

1995-96	1996-97	1997-98	1998-99	1999-00
1,726	1,926	2,525	2,908	2,265

Source: ADF&G, Harvest Summary 2000.

b. Local Tourism Trends

This section outlines tourism trends in Cordova & the Lower Copper River.

Tourism Profile

An Alaska magazine article in 1998 called Cordova one of "Alaska's last unspoiled small towns" - a place where "the pace of life is still based on the seasons and salmon runs rather than the work week"(Alaska Magazine, Feb 98). Unlike just about any other small, attractive coastal Alaskan town, relatively few tourists visit Cordova. Annual visitation is a magnitude below typical coastal communities: less than 10,000 annual total visitors, including both in and out-of-state travelers. By contrast, out-of-state travelers alone account for 100,000 or more visits to road accessible, coastal towns like Valdez, Seward, Haines and Homer, and over half a million out-of-state travelers visit Juneau, Skagway and Ketchikan each year.

Cordova offers the unusual combination of the pleasures of a sophisticated small town (shops, restaurants, little league, history, a collection of superb artists) and right-out-the-door access to a spectacular wilderness. The town itself is an attraction, with great views over its harbor and commercial fishing fleet, and many buildings remain from the town's boom days as a port for copper coming by rail from Kennicott. Cordova is a gateway into eastern Prince William Sound, the Copper River Delta, the narrow, wild stretch of land running along the Gulf of Alaska, and the rugged Chugach/St. Elias Mountains. The town provides visitors a base for a variety of outdoor activities. Fresh and saltwater fishing are primary draws, along with hiking, birdwatching, river floating. Relative to other Alaskan towns, Cordova has done minimal marketing. Recently the City of Cordova, Chamber of Commerce and the Watershed project have begun renewed efforts to plan for and market tourism.

Attractions/Tours

Major in town attractions include the Cordova museum, Chamber of Commerce visitor information center, a walking tour, the PWS Science Center and the US Coast Guard cutter *Sweetbriar*. The town invites exploration on foot, with a collection of attractive historic houses, stores, restaurants, a book store, galleries, library, pool and great views. Near town attractions include: a good system of USFS trails, including several boardwalks and interpretive displays on the delta, Mt. Eccles ski hill, Eyak Lake. Out of town tours and excursions include the popular bus tour through the delta to the Million Dollar Bridge and Childs Glacier, approximately 15 charter fishing/sightseeing boats; two flightseeing companies; and kayak, bike and raft rentals and tours. The USFS operates 8 public use cabins in the area. Cordova currently is not a destination of many package tours. Several companies float the Copper River and spend a day or night in town at the end of their trip. Several fly-out fishing/hunting companies offer multi-day trips to nearby private camps, cabins and houseboats, such as the fishing and hunting areas on the Tsiu River east of the Copper River.

Accommodations/Restaurants

1 relatively large hotel (50 rooms) plus 3 other small hotels for a total of less than 100 hotel rooms; approx. a dozen B&Bs; 1 small RV park; approximately 10 restaurants - less than half of which stay open year round.

Events

Major events include annual shorebird festival in May, winter Iceworm Festival, irregular salmon derbies, and the Copper River Salmon Run.

Tourism Projects - Under Construction/Planned/Under Discussion

- *Copper River Trail* - Bike and hiking trail proposed by the State Division of Parks, to follow the railroad ROW from Chitina to the Tiekel River. State Parks has done preliminary field work and held public workshops to test the desirability and feasibility of this proposed "world class trail". Funding for this \$20 million plus project would be pursued through the state's standard capital improvements review process.
- *Cordova Center* – The City has hired an architectural firm to do a site feasibility analysis and assess options for this proposed multi-purpose community building. The specific program for the facility is being determined through this process; preliminary ideas focus on local needs such as space for community gatherings, performing arts, library, cultural and historical information, and conference space.
- *Shepard Point Road/Deep Water Port* - Cordova currently lacks a deep water port. The Native Village of Eyak and the Bureau of Indian Affairs are making plans to build a road from town north to a potential port site at Shepard Point. \$8 million is currently available to build this approximately \$13 million project. Most of these funds came from the Exxon Valdez oil spill legal settlements. An additional \$5 million is being requested through the State's Transportation Improvement Plan.
- *Bering River Timber/Road Access* - Chugach Corporation has considered building a road into timber holdings in the Bering River area east of the Copper River. Environmental work was completed in 1998 and 1999. This project would open road access to a large wilderness area with many recreation and tourism attractions. Chugach has put the project on hold.
- *Copper River Road/Ferry improvements* – Two high speed ferries were recommended as part of the DOT/PF Prince William Sound/Copper River regional transportation study.

Marine Tourism Facilities

Cordova has a small boat harbor with slips for 840 boats, up to 70 feet in length. Unlike the other three study area communities the harbor is not full. About 660-700 slips are assigned, with 80% of these taken by commercial fishing boats. Transient dock space is available, which is available for use by smaller cruise boats and the lightering craft expected to visit Cordova during summer 1998. During the summer, Cordova has three stops per week by the State Ferry MV Bartlett.

Numbers of Visitors

No current, reliable data is available on total visits to Cordova. Local residents believe tourism is growing, but total numbers remain relatively small. Alaska Visitor Statistics Program data show a total of 11,100 out-of-state visitors in summer 1989, rising to 17,200 in 1993. However, data from air and ferry arrivals, and anecdotal judgments of residents suggest that these

numbers substantially overestimate visitor numbers⁵. Figures below give some indication of magnitudes and rates of visitor growth.

Air Visitors

The table below shows that total emplanements at the Cordova airport - including residents, visitors, and travelers coming for business. Emplanements have grown slowly over the last 25 years, although dipped slightly in 2000. Summer emplanements average about 1000 people more than typical winter months. If all of this additional increment were due to tourism - which is unlikely - total summer visitation by commercial aircraft would be about 4000 people.

Cordova "Mudhole" Smith Airport - Annual Emplanements

Year	Air Carrier	Air Taxi	Commuter	Total
1976	10,628	0	3,897	14,525
1980	15,084	1215	285	15,369
1985	13,078	0	2,188	15,266
1990	17,962	1760	4,155	22,117
1992	13,305	0	5,785	19,090
1994	10,366	0	8,653	19,019
1995	12,548	0	10,894	23,442
1996	12,233	0	9,674	21,907
1997	11,511		9,565	21,076
1998	10,904		9,081	19,985
1999	11,160		9,015	20,175
2000	11,096		6,899	17,995

Source: Federal Aviation Administration, Terminal Area Forecast (APO-TAF data)
<http://www.apo.data.faa.gov/faatafall.HTM>

Cordova "Mudhole" Smith Airport - Emplanements by Month

	1996	1997
January	1,418	
February	1,337	
March	1,522	
April	1,498	
May	2,169	
June	2,151	
July	2,296	
August	2,718	
September	2,284	
October	1,743	
November	1,477	754 in/863 out
December	1,190	871 in/804 out
TOTAL	21,803	

source: 1996 data: Eyak Native Corporation Tourism Analysis, 1997 Todd Haley, 424 3278

Ferry Visits

⁵ The reliability of Alaska Visitor Statistics Program data drops for lightly visited destinations, due to small sample sizes.

Ferry visits have dropped in the last 10 years. Between 1988 and 1994, disembarking passengers remained steady in the 6000-6600 person range, but fell by approximately 1500 visitors in 1995 and 1996. Locals credit this decline to inconvenient ferry schedules.

Seasonal ferry use patterns are similar to air passenger arrivals. In the peak months of May through August, there are twice the number of average numbers of ferry passengers as come in winter (average passengers in Sept, Nov, Dec, Feb, March, April are 282; average passengers May - August are 653). Even if all this summer increase was due to tourists, this would total to only about 1500 travelers. An AMHS study (1992) found that on the Valdez Cordova link, 70% of ferry passengers are Cordovans, 10% seasonal workers, and 20% visitors from out of state (Eyak Corporation Report).

1995 Ferry	Passengers Embarking	Passengers Disembarking
January	0	0
February	208	187
March	319	347
April	150	399
May	413	677
June	769	868
July	1072	940
August	911	784
September	372	231
October	0	0
November	225	209
December	298	323
TOTAL	4737	4965

Source: Annual Traffic Volume Report - 1995, AMHS & the State DOT/PF

Cordova Historical Museum

Visitation to the Cordova Historical Museum has grown steadily over the last 10 years, nearly doubling between 1986-96. These numbers include both out-of-town and resident visits.

Visitors to Cordova Museum

YEAR	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	TOTAL
1986	221	682	1004	209	2,116
1988	262	645	1326	345	2,578
1990	411	765	1534	415	3,125
1992	443	509	1857	705	3,514
1994	608	1255	1726	452	4,041
1995	458	882**	2067	548	3,955
1996	905	1897	2358	741	5,901
1997	634	1216	2896	936	5,682
1998	1047	4330	6502	906	12,785*
1999	1288	3948	4890	853	10,979*
2000	1076	1562	2931	740	6,309

Source: City of Cordova Historical Museum *Norwegian Cruise Lines

Spending on tourism marketing

Community	Ketchikan	Kodiak	Mat-Su	Nome	Sitka	Valdez	Cordova
Annual tourism budget	\$582,926	\$149,000	\$218,000	\$202,450	\$194,000	\$441,000	\$10,000
Hotel / motel tax %	6%	6%	5%	4%	4-6%	6%	0%
% of bed tax to tourism	Set annually	65%	96%	0%	100%	100%	NA
Annual visitors (estimates)	350,000	50,000	300,000	20,000	150,000	150,000	<10,000

Sportfishing

Sportfishing in the Cordova area has grown at the same steady rate as sportfishing throughout the Prince William Sound area. In 1994, fishing areas along the Cordova road system and in the Eastern PWS area had approximately the same percentage of all PWS angler days as they did in the 80's. Total numbers of angler days are up by about 100%. This increase is driven by a combination of increasing saltwater charters, road-side fishing, and fly-out fishing tied to the community's several fishing tour operators.

Childs Glacier Visitor Statistics

The USFS maintains records on visitation to its viewing area/campground at Childs Glacier at the end of the road system east of Cordova. Visitation is estimated by the volunteers who staff this facility for the Forest Service. Figures show a modest increase in people, driven by growing numbers of bus tourists.

Year	Raft (people)	Buses/People	Cars/People	Total People
1991				3618
1992	44	25/287	1887/5661	6272
1993	22	29/330	1658/5484	7018
1994	44	52/645	2538/4764	6701
1995	128	73/1089	2467/6958	8337

Source: USFS

Information on the numbers of rafters floating the Copper River is sketchy at best. Unlike the Alsek/Tatshenshini River system further east, the Copper River is not wholly within a National Park or National Forest. As a result, commercial operators and private parties are do not register with these agencies, and no regular counts are kept. People familiar with the river guess that there may be an average of 4 to 6 parties floating the river per week, totaling to 200-600 people floating the river each season. Use includes private parties and guided commercial trips.

APPENDIX 3

OPTIONS FOR CORDOVA MARKETING SLOGAN

Notes from Tourism Committee Meeting:

1. wildlife: eagles, shorebirds, otters, bear, moose, Copper River salmon ("salmon to slalom")
2. unique attractions: in-town ski lift, ice skating (Eyak Lake, Sheridan Glacier), Copper mining history, N. America's largest estuary (the delta), glaciers, trumpeter swans,
3. real community - a fishing town; friendly, authentic, original, down-to-earth,
 - "an intimate coastal community – Cordova";
 - "unspoiled and working to stay that way" one of Alaska's last coastal towns as yet unspoiled by tourism
4. Science & education, Smart place, People – PWS Science Center, other science/education facilities, art, tradition of lively political debate (include the famous anecdote of 1 vote margin in race for mayor)
5. best of town & nature - lively social, artistic and political life, wilderness out the back door
6. access - isolated but accessible
7. other ideas:
 - "where Alaskans go on vacation"
 - Link notion of high quality fish, with high quality place. Quality not volume. A few good fish/looking for a few good tourists
 - Find words that acknowledge the irony of promoting an unspoiled town, that express a bit of hesitation about inviting in visitors. Communicate the town's sophistication.
 - Understated sales pitch. Avoid heavy sell.

PRESENTATION - IMAGES/GRAPHIC STYLE

The concept discussed by the committee is to develop a handful of simple, striking, understated, small images (small enough to be used as inexpensive print adds, baseball/playing card size, about 2 _ x 2 _). These images should represent some of the most compelling features of the town and vicinity, in a graphic style recognizable across the room. Aim to make each image sufficiently interesting to work as a graphic for a poster, card or coffee mug. Perhaps start with just 2 or 3, and add a new one annually.

See the samples on the following page for a crude illustration of this concept.



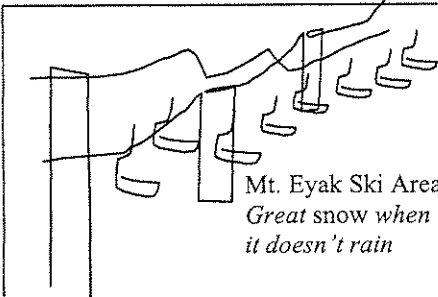
(this is supposed to be a bird)

Cordova Alaska
North American's Largest Coastal Estuary
www.cordovachamber.org




Oncorhynchus

Cordova, Alaska
Copper River Salmon – World's Best





Mt. Eyak Ski Area
Great snow when it doesn't rain

Cordova Alaska
America's Oldest Operating Ski Lift

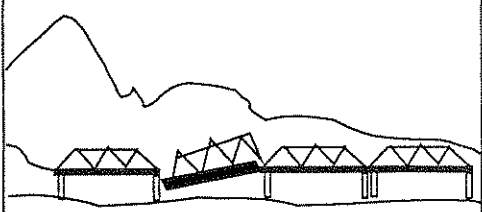


Traditional Kayak

Cordova Alaska
10,000 years of Native History

	
Prince William Sound	Copper River Delta
	
Chugach/Wrangell	Gulf Coast

Cordova Alaska
Gateway to 4 Worlds
www.cordovachamber.org



*Remains of rail link from heart of the Wrangells to tidewater at Cordova.
(you can't drive to Cordova)*

Cordova Alaska
Million Dollar Bridge

Marketing Statements – Categories from Other Communities

- descriptive statements, of place, of activities - most
- commands - see Las Cruces
- description of what the visit will do for you - see California
- statements with two meanings - see Idaho

Other Places:

Idaho - Come back to life in Idaho (and, of course, Famous Potatoes)

Pocatello - We're not exactly a resort town, but don't tell the locals.

Colorado - They'd rather be in Colorado (statement accompanies images of people not having fun, e.g. crowds getting on a commuter train, 4 people squeezed into an inflatable pool)

South Africa - A World in One Country

Montana - Big Sky Country

California - Find Yourself Here

Oregon. Things Look Different Here.

Texas - It's Like a Whole Other Country

Yukon – Canada's True North

New Mexico Towns

Tucumcari – You'll be Amazed at What You'll Discover

Cloudcroft – Playland of the Four Seasons

Portalís – Warm Heart of the Sunbelt

Clovis – Expand your Horizons

Roswell – Down to Earth Place to Visit... Out of This World Place to Experience

Las Cruces – Come For The History, Stay For The Fun

Genuine Gallup – Keepers Of Hope

Angel Fire – It's All Up Here

Alaska Places

Fairbanks – the Golden Heart of Alaska

Copper Valley – Nature's Centerfold

Dillingham – Nature's Front Porch

Homer – Halibut Capital of Alaska

Undiscovered, Unforgettable Unalaska (Uncommon History, Unbelievable Sportfishing)

Juneau - Where adventure runs wild

Kodiak – Alaska's Emerald Isle

St. Paul Island – Remote. Wild. Unbelievable.

There's no place like Nome

Haines – The Alaska of Your Dreams

Sitka – Part Tlingit, part Russian, Totally Beautiful

Skagway – Gateway to the Klondike

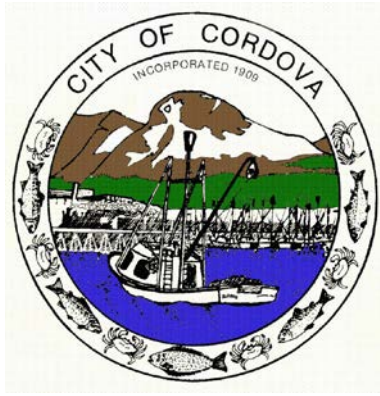
Ketchikan – Alaska's Native Cultural and Sportfishing Capital

Recommendation ("the envelope please")

- © A Working Town in the Heart of the Wilderness
- © A Comfortable, Coastal Community - Cordova
- © Wild Salmon, Civilized town
- © Home of Copper River Salmon

Other Ideas:

- Small town with a Wealth of Culture and Wilderness
- Cordova and Copper River Salmon – There's Nothing Like It
- Nice place to visit, but you would want to live here
- A great place to live (and we don't mind if you visit)
- The real thing
- Small town, big wilderness
- A lively fishing town in a wild
- Why are we telling you about how great our town is?
- Home to Wild Copper River Salmon
- Home port for the Copper River Salmon Fleet
- Mix it up with our exotic
- Opinionated People,
- Only thing we agree on is the Quality of Copper River Salmon
- Cordova - Gateway to 4 Worlds, and a decent place to have an espresso
- An Island of Civilization in a World of Natural Magic
- Master debaters
- too nice to keep to ourselves
- What is it about this town?
- Find out why we're glad we live here?
- (something about sharing, first person statement....)
- You 'Otter' Visit (just kidding)



AGENDA ITEM # 10c

Planning Commission Meeting Date: 3/22/23

PLANNING COMMISSION COMMUNICATION FORM

FROM: Kevin Johnson, City Planner

DATE: 3/22/23

ITEM: 2023 Port Infrastructure Development Program (PIDP) Grant Concept

NEXT STEP: Make a Recommendation to City Council Regarding the 2023 PIDP Grant Concept

☐ INFORMATION
☒ **MOTION**
☐ RESOLUTION

I. REQUEST OR ISSUE:

The City of Cordova is preparing an application package for the 2023 PIDP grant. Applications for this grant are due by April 28, 2023.

City staff has worked with the Harbor Commission to refine the concept before you today.

Staff Requests that Planning Commission review the concept and makes a motion to concur with Harbor Commissions resolutions and to recommend City Council pass a resolution of support for the grant application.

II. RECOMMENDED ACTION / NEXT STEP:

Commissioner should open the item for discussion with a motion and a second

“I move to support Harbor Commission resolution 03-23-02 and to recommend that City Council pass a resolution supporting the concept for grant application.”

Once the item is open for discussion the commission should hear staff’s presentation and then discuss the concept. After the general discussion, if any commissioner feels strongly that an item should be added, removed, or modified, a motion should be made to amend the concept. Following a second of that motion the commission should discuss. For clarity, please discuss each action separately.

III. FISCAL IMPACTS:

We anticipate the following financial impacts from the project for City of Cordova:

- Save/eliminate demolition costs for PWSSC building (to be borne by fuel provider).
- Save costs to repair Breakwater Ave. sloughing, and eliminate underlying problem causing sloughing via sheet piled bulkhead.
- Save costs to repair 3 stage dock
- Create lease and sales tax revenue via leasable waterfront commercial space.
- Save costs of future north harbor float system rebuild by completing sheetpiling now with available federal infrastructure funding.

IV. BACKGROUND INFORMATION:

City staff began working on the 2023 PIDP grant application in February. During this time staff reviewed the 2022 PIDP concept and made modifications to remove items that were related to the South Harbor RAISE grant. These items were removed as the RAISE grant process is too far along to make modifications to it.

This new concept was presented to Harbor Commission at their February 8th meeting. Following that meeting staff made additional changes based on the conversation with commissioners and an updated concept was presented at the March 8th meeting. Staff took feedback from those meetings and has come up with the concept before you today. This concept was presented to Harbor Commission at a special meeting on March 17th. At that meeting the commission passed Resolution 03-23-02 supporting the concept and recommending that city council approve the concept for grant application.

The attached concept has incorporated comments made by Harbor Commission as well as additions and modifications by staff based upon feedback from the PIDP 2022 debrief. This concept seeks to accomplish the following:

- Repair Breakwater Ave. where it is sloughing into the harbor via the construction of a sheet piled bulkhead. The bulkhead will:
 - Increase north harbor parking capacity.
 - Reduce construction costs when the north harbor float system is rebuilt in 15-20 years.
 - Create leasable waterfront commercial space.
- Construct a floating fuel dock in the current location of PWSSC.
- Create an off-street pedestrian sidewalk and walking path to increase freight efficiency, pedestrian safety, and quality of life for residents and visitors. Path to include tie-in to south harbor.
- Return 3 stage dock to a state of good repair.
- Add additional launch ramp between current S harbor launch ramp and 3 stage dock.

- Decrease north harbor's environmental footprint via permanent waste oil & antifreeze collection station, and replacement of current lights with LEDs.
- New north harbor bathrooms to include showers.
- Install one 1500 lb. crane and one 5 Ton crane on the newly created north harbor bulkhead; install two 1500 lb. cranes on the City Dock (also known as "T dock").
- Install 220v shore power on City Dock.
- Replace broken electrical pedestals in north harbor.
- Install up-and-out safety ladders in north harbor and portable fire extinguishing systems.
- Creation of a dedicated net mending float

V. LEGAL ISSUES:

The project potentially decreases City liability via a number of safety improvements.

VI. ENVIRONMENTAL ISSUES:

An environmental impact assessment is being conducted as a part of the south harbor rebuild. At this time staff has not been made aware of any significant environmental impacts. Staff believes that the project will decrease possible environmental impacts through the upgraded oil / antifreeze disposal facility and installation of a modern fuel dock. With the exception of the fuel dock, most environmental permitting for the PIDP 2023 project will be completed as part of the permitting for the South harbor rebuild, making the project more attractive to potential funders.

VII. SUMMARY:

Staff has worked with the Harbor Commission to refine the 2022 PIDP concept to apply for the 2023 PIDP application period. The attached concept has been vetted through multiple public meetings at the Harbor Commission who passed a resolution supporting it. Staff asks that Planning Commission review the concept and pass a motion of support and recommendation.

VII. ATTACHMENTS:

- A. Harbor Commission Resolution 03-23-02
- B. 2023 PIDP Concept Drawing

**CORDOVA HARBOR COMMISSION
CORDOVA, ALASKA
RESOLUTION 03-23-02**

**A RESOLUTION OF THE HARBOR COMMISSION OF THE CITY OF CORDOVA, ALASKA SHOWING
SUPPORT FOR THE PIDP 2023 GRANT CONCEPT AND RECOMMENDING CITY COUNCIL APPROVE
THE CONCEPT FOR GRANT APPLICATION.**

WHEREAS, the project would repair the sloughing of Breakwater Ave, the main artery connecting to the north harbor, through construction of a sheet piled bulkhead; and

WHEREAS, the bulkhead will, increase north harbor parking capacity, reduce construction costs when the north harbor float system is eventually rebuilt, and create leasable waterfront commercial space; and

WHEREAS, construction of a floating fuel dock will improve efficiency within the fishing fleet by increasing the number of available fuel pumps, reducing travel time to fuel up, improving safety for smaller vessels by offering a protected area for fueling, and reducing potential negative environmental impacts via a modernized fuel float with built-in fuel catchment in the event of a spill; and

WHEREAS, the project would create an off-street pedestrian connection between north and south harbor which increases freight efficiency on city streets, and improves pedestrian safety and quality of life; and

WHEREAS, Additional cranes will improve harbor efficiency for loading and unloading boats and freight vehicles, and relieving congestion at the limited number of existing cranes; and

WHEREAS, Construction of a net mending float will support small business net menders and fishermen, improve fleet efficiency, and will replace a vital piece of harbor infrastructure slated for removal in the south harbor rebuild; and

WHEREAS, an additional launch ramp lane will greatly relieve uplands traffic congestion and increase user efficiency; and

WHEREAS, the three-stage dock is a vital piece of harbor infrastructure and is in need of repair to remain safe and usable; and

WHEREAS, the project will decrease the harbor's environmental impact through LED lighting upgrades, and installation of a permanent oil and antifreeze collection station; and

WHEREAS, the project will increase north harbor user safety and decrease City liability by installing up-and-out safety ladders and portable fire protection; and

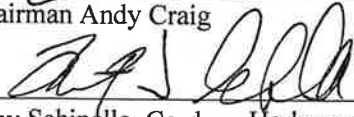
WHEREAS, the project will increase large-vessel convenience and efficiency by installing high-voltage shore power at the City Dock; and

NOW, THEREFORE, BE IT RESOLVED, that the Harbor Commission of the City of Cordova, Alaska, supports the 2023 PIDP North Harbor Modernization Project grant application concept and recommends the Council of the City of Cordova approve of the concept for grant application.

PASSED AND APPROVED ON THE 17th DAY OF MARCH, 2023.



Chairman Andy Craig



Tony Schinella, Cordova Harbormaster



CONCEPT
3/17/23

PND Engineers, Inc. (PND) is not responsible for safety programs, methods or procedures of operation, or the construction of the design shown on these drawings. Where specifications are general or not called out, the specifications shall conform to standards of industry. Drawings are for use on this project only and are not intended for reuse without written approval from PND. Drawings are also not to be used in any manner that would constitute a detriment directly or indirectly to PND.

REV	DATE	DESCRIPTION

DATE: _____

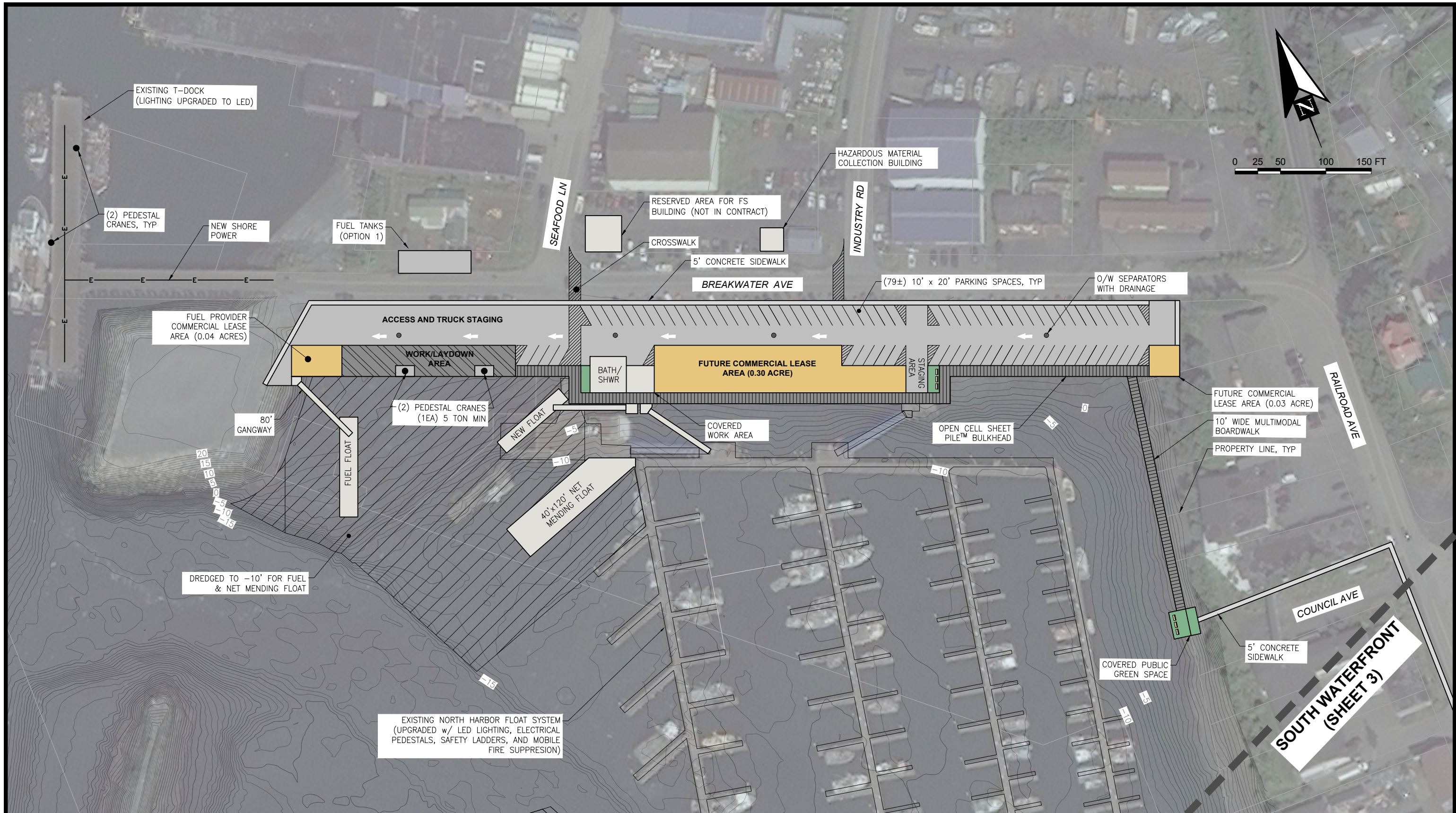
1506 West 36th Avenue
Anchorage, Alaska 99503
Phone: 907.561.1011
www.pndengineers.com
AK LIC# AECC250



**CORDOVA NORTH HARBOR
IMPROVEMENTS**

PROJECT OVERVIEW

DESIGNED BY:	BJ	DATE:	3/17/23
CHECKED BY:	CC	PROJECT NO:	221031



CONCEPT

3/17/23

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REV	DATE	DESCRIPTION

DATE: _____

1506 West 36th Avenue
Anchorage, Alaska 99503
Phone: 907.561.1011
www.pndengineers.com
AK. LIC# AECC250

P | N | D

ENGINEERS, INC.

PROJECT: CORDOVA NORTH HARBOR IMPROVEMENTS

TITLE: NEW SITE PLAN

DESIGNED BY: BJ	DATE: 3/17/23	SHEET NO: 02 OF 3
CHECKED BY: CC	PROJECT NO: 221031	



CONCEPT
3/17/23

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REV	DATE	DESCRIPTION

DATE: _____

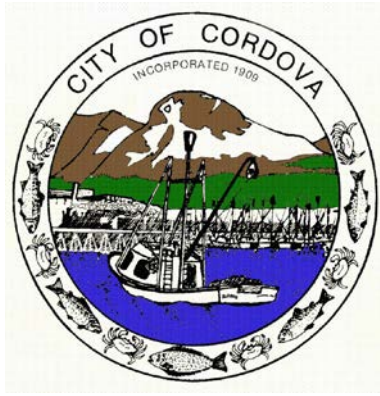
1506 West 36th Avenue
Anchorage, Alaska 99503
Phone: 907.561.1011
www.pndengineers.com
AK. LIC# AECC250



**CORDOVA NORTH HARBOR
IMPROVEMENTS**

**SOUTH WATERFRONT
IMPROVEMENTS**

PROJECT:		SHEET NO:	
DESIGNED BY: BJ		DATE: 3/17/23	
CHECKED BY: CC		PROJECT NO: 221031	
		03 OF 3	



AGENDA ITEM # 10d

Planning Commission Meeting Date: 3/22/23

PLANNING COMMISSION COMMUNICATION FORM

FROM: Kevin Johnson, City Planner

DATE: 3/22/23

ITEM: Public Safety Building Discussion

NEXT STEP: Discuss Public Safety Building Need for Replacement / Relocation

☒ INFORMATION
☐ MOTION
☐ RESOLUTION

I. REQUEST OR ISSUE:

Commission asked that an agenda item to discuss the Public Safety Building be included in one of their meetings for discussion. Staff has pulled together documents related to past design, current design, and the existing building's location relative to tsunami inundation map.

II. RECOMMENDED ACTION / NEXT STEP:

The chair should open the agenda item for discussion. No motion necessary.

III. FISCAL IMPACTS:

N/A

IV. BACKGROUND INFORMATION:

The existing Public Safety Building (PSB) was built in 1976 and is approximately 17,500 square feet. The PSB houses four different agencies, the Cordova Police Department, the Cordova Volunteer Fire Department, The Alaska State Troopers, and the Department of Motor Vehicles.

The city investigated the need to move the PSB roughly between 2009 and 2012. During that time two potential sites were identified, one on second and Adams and another on the Copper River Highway near Eagle Construction's property. The Second and Adams site was identified as the primary focus as it would have required less groundwork to get the site ready for construction. The plan for that site was for a roughly 29,000 square foot structure with an estimated total cost of 19 million.

In 2022 staff reached out to a consultant who had assisted in the original design of a new PSB and asked them to assist in reassess the needs of the police and fire department. As part of that the Police Chief, Deputy Fire Chief, and City Planner met with the consultants to discuss department needs and available locations. The outcome of that meeting showed that department needs had changed slightly, but the size of the building would still need to be roughly the same (27,000 sq ft). No cost estimates for construction were determined as part of this Program Needs update, but a preliminary site plan and floor plan was created.

One item that was reconfirmed was the need for the new PSB to be located outside of the tsunami inundation zone. The 2022 inundation zone maps show the existing building is within the inundation zone and could be affected by 8 or more feet of water.

V. LEGAL ISSUES:

N/A

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

N/A

VII. SUMMARY AND ALTERNATIVES:

N/A

VII. ATTACHMENTS:

- A. 2010 Police and Fire Committee Report
- B. 2011 PSB Committee Work Summary
- C. 2011 PSB Cost Estimates
- D. 2012 PSB Site Plan and Floor Plan
- E. 2022 PSB Site Plan and Floor Plan
- F. 2022 PSB Space Program
- G. 2022 PSB Summary of Findings Report
- H. 2022 Tsunami Inundation Map

Police & Fire Facilities Committee Report

DATE: February 8, 2010
TO: Mayor Tim Joyce and Council Members
FROM: P&F Committee Members:
David Reggiani, Dick Groff, Tom Bailer, Mike Hicks, and Chris Canaski

The Police and Fire Facilities Committee (PFFC) began its work on November 3, 2009 after receiving its assignment from Mayor Joyce. With the completion of the Cordova Center on the horizon, the Mayor asked the committee to identify several locations outside the tsunami zone for a combined Police and Fire facility. He is aware of possible FEMA grants and other funds that could be attained for the construction of a new energy efficient facility. The Mayor asked that the committee provide a recommendation to the City Council of their top two or three locations along with a list of advantages and disadvantages of each.

During the first meeting, the PFFC reviewed the City Buildings Committee recommendations made to the City Council on March 12, 2009. Three locations were identified as options for the Police and Fire Departments once the Cordova Center was complete: 1) Second Street, Memorial Park; 2) Copper River Highway between the City Cemetery and Eagle Construction; and 3) LeFevre Street near the old power plant (see attached).

The PFFC met again on January 4, 2010 to identify space needs of the different agencies and review the Plat for each location. The Fire Department (FD) calculated needing approximately 11,000 square feet of dedicated FD space along with approximately 5,600 square feet of shared space (hallways, mechanical, restrooms, training room, fitness room, etc.). The Police Department (PD) identified approximately 5,600 square feet needed for dispatch, offices, DMV, and the jail. Another 520 square feet would be required to incorporate the Alaska State Troopers into the facility.

Upon review of the Plats, it was apparent that the LeFevre Street location was too small to be considered. Also, the Second Street location would need to be expanded to include the Library/Museum property along with the alleyway.

The PFFC confirmed the current City Hall property dimensions of 160' x 200' during its January 25, 2010 meeting. This established that the combined lots of the Second Street/Museum/Library complex is large enough (175' x 214') for the facility and would also allow approximately 75' x 100' to remain available as a snow dump location.

The PFFC developed the lists below regarding the two locations. Both locations are consistent with the City of Cordova Comprehensive Plan.

Second Street/Museum/Library

Advantages

- Centrally located in town and in close proximity to the majority of PD and FD calls
- Accessible to the public
- A modern attractive building would compliment and enhance the downtown area
- Increased visibility on First Street for both FD and PD
- Space can accommodate the space requirements of the facility with the FD vehicle apron access to Adams Street
- Close to Mt. Eccles and Cordova Center for training events
- Multi-Street design potential, FD on First Street and PD on Second Street
- Design potential to save important snow dump

Disadvantages

- Increased traffic in the downtown area
- Use of prime retail location, however, there are several lots and buildings currently available on First Street
- May reduce the size of the current snow dump

Copper River Highway

Advantages

- Easy access to travel corridors
- Large tract of land available
- Not too far from the downtown area

Disadvantages

- The geography of the location will make it very expensive to develop the site. In fact, it may not be feasible
- Potential landslide hazard after site excavation
- Farther away from canneries and harbor
- Not within walking distance of downtown area
- Not easily accessible for public/tourists

It is the opinion of the PFFC that the Second Street/Museum/Library complex has tremendous potential and is the ideal location for the new Police and Fire Facility. Therefore, it is the committee's sole recommendation for facility location. The PFFC further recommends that well-balanced advisory team be created as this project moves into the design phase to ensure that elements are integrated to minimize traffic congestion and issues related to snow storage during the winter months.

Committee Members
David Reggiani, Chair
Robert Baty
Martin Moe
Jim Kacsh
Dick Groff
Mike Hicks
Tom Bailer

**CITY OF CORDOVA
PUBLIC SAFETY BUILDING DESIGN
COMMITTEE**

Deputy City Clerk
Robyn Kincaid

New Public Safety Building Committee Work Summary

Letter to City Council from Gary Squires PWD	(Page 1)
City Buildings Committee final report	(Page 5)
Police & Fire Facilities Committee final report	(Page 7)
Resolution 01-11-04	(Page 9)
Pros & Cons Worksheets	(Page 10)
Summary of Design Mitigation Worksheet	(Page 12)
CH2MHill Potential Building Organization	(Page 14)

Updated 3/18/11

CORDOVA PUBLIC WORKS DEPARTMENT

INTEROFFICE MEMORANDUM

DATE: November 10, 2008

TO: Tim Joyce, Mayor
Scott Hahn, CM

FROM: Gary Squires, PWD

RE: Disposal of City Buildings

This is a follow up to our discussion last week concerning plans for the possible disposal of City buildings that may be vacated when the proposed new Civic Center is constructed and occupied. The following is offered based on my observations of these facilities over the past few years and represent only my opinion.

CITY HALL/EMERGENCY RESPONSE CENTER:

I have heard the opinion that the City Hall portion of this structure should be demolished and leave the ERC in place and active. I do not think this prudent.

- At about 26 feet above sea level and only a stones throw from salt water, this entire facility is located in a Tsunami zone. It is true that a tsunami of a magnitude that would impact this facility has not occurred in recent history but one only need look at world events over the past few years and the geophysics of this region to realize that a tsunami of consequence could be a very real possibility. This does not seem the place to locate and maintain the personnel and equipment that would be most in demand in the event of a tsunami.
- The center of the mechanical, heat and ventilation systems that serves the entire facility is located in the extreme south end of the building. The center of the electrical system is in the City Hall portion of the facility. To demolish the City Hall portion while leaving the ERC in the north portion would require a project to completely reconstruct these above mentioned systems. Often, the cost of such systems in a new building exceeds the cost of the building itself. Approximately four years ago we retained an electrical contractor to install new main electrical panels in City Hall. As part of their work they were to identify all circuits and their location but after many days of tracing and analyzing, many circuits or their termini could not be found. Over the years of the buildings existence, numerous unrecorded modifications, many probably not to any known building code, have been made which defies their identification. We have seen examples of this in the police squad room. This would complicate any project to completely revamp the electrical system to serve just the ERC. All of this is not impossible, just costly.

As a side note, approximately twelve years ago I sat in on a City Council meet where a contract to reconstruct the facilities roof was being discussed. The topic of the buildings roof capabilities came up and a person in the audience that seemed to speak with knowledge stood up with some clarification. He said he was at a Council meeting to discuss the facility before it was originally built and the powers-that-be at the time decided to approve a design that included only a '20 pound per square foot' snow load, this to cut costs. The current Cordova Building Code calls for a

- I would suggest the existing City Hall/ERC be sold to the highest bidder upon the termination of its present use. Here again, this building was constructed when 'energy conservation' was not a consideration and the energy costs continue to escalate. For this same reason I would not advocate attempts to lease the building. I can not visualize a private business entity that could afford the heat and electrical costs while maintaining a reasonable profit margin. One of the City's major sewer lines crosses directly beneath this building and one of the largest storm drain in town passes immediately in front of it which may impact its value in any potential sale. I suppose the structure could be torn down and replaced with yet another park or playground.

- Many times, in reference to these two main City buildings, I have heard the comment 'Well, it has lasted for 30 years', as if one can not expect much better than this. A normal quality house lasts longer than this. In the construction of any new building I believe the City should target something much better. Quality buildings should last well in excess of 100 years, even in the harsh climate common to Cordova, which does not include pre-engineered, metal buildings. It is hard to beat concrete and heavy structural steel when looking at longevity. The USPS office building was built in 1926 of concrete and, with the exception of some bad concrete that was used which has caused some superficial problems, it is still going strong. Spending less on a pre-engineered building that lasts only 30 years rather than more on a concrete building that lasts in excess of 100 years does not pencil out in the long run. I would advise the City to look more at 'utility' and less at 'frills' which could go to offset the added cost of a quality structure. Structural Engineers, not Architects, should be retained to design City buildings.

A MEMO FROM LILA KOPLIN, CITY CLERK

DATE: March 12, 2009

TO: Mayor and City Council

CC: File

SUBJECT: Recommendation to City Council regarding old City Buildings

The City Buildings Committee met during the months of December, January and February to discuss options to eliminate one City structure (the library/museum or city hall) after completion of the Cordova Center and the library museum and city hall employees have moved into the new building.

The Committee did select a preferred option and held public hearings on February 9th and 23rd. The recommended option is as follows:

1. Sell the Library/Museum Building;
2. Lease the City Hall Building once the staff has been moved into the Cordova Center or zone it cold;
3. Begin immediately searching for grants that can be secured to fund the relocation of the Police and Fire Departments; and
4. Demolish the City Hall Building once it is vacated in order to provide additional parking for the Cordova Center.

The Committee also selected relocation options for the Police and Fire Departments as follows:

1. Second Street, Memorial Park location
2. Copper River Highway near cemetery
3. LeFevre Street near old power plant

Advantages:

- Revenue generated from sales
- Police and Fire departments out of tsunami zone
- Second Street provides a downtown location for Fire and Police departments
- CRH lot has ample space
- LeFevre Street lot has good earthwork which will cost less to develop than the CRH lot
- Both LeFevre Street and CRH locations have multiple access routes in a less congested traffic area

Police & Fire Facilities Committee Report

DATE: February 8, 2010
TO: Mayor Tim Joyce and Council Members
FROM: P&F Committee Members:
David Reggiani, Dick Groff, Tom Bailer, Mike Hicks, and Chris Canaski

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**CITY OF CORDOVA, ALASKA
RESOLUTION 01-11-04**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CORDOVA, ALASKA,
AUTHORIZING CREATION OF A PUBLIC SERVICE BUILDING DESIGN
COMMITTEE TO ADVISE COUNCIL ON A BUILDING AND SITE PLAN FOR A
NEW PUBLIC SERVICE BUILDING.**

WHEREAS, City Council previously created a Police & Fire Facilities Committee to determine and recommend a location for a new Police & Fire building; and

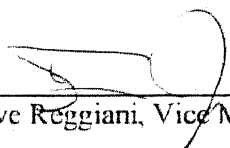
WHEREAS, the Police & Fire Facilities Committee made their recommendation to Council concerning the location, and Council adopted the recommended location by Resolution 10-10-55; and

WHEREAS, City Council supports establishing a committee of local citizens to continue work on building design for a Public Service Building, to include Police, Fire, DMV, and other potential Public Service entities; and

WHEREAS, the Public Service Building Design Committee shall consist of 7 members and remain in force until such time that the Committee files its final report to Council concerning building and site design.

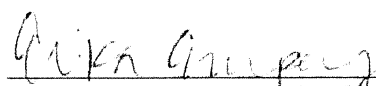
NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Cordova, Alaska, hereby authorizes the creation of a Public Service Building Design Committee to advise Council on a building and site plan for a new Public Services Building.

PASSED AND APPROVED THIS 5TH DAY OF JANUARY, 2011.



Dave Reggiani, Vice Mayor

ATTEST:



Erika Empey, Deputy City Clerk



Cordova Public Safety Building - Concept Design Workshop

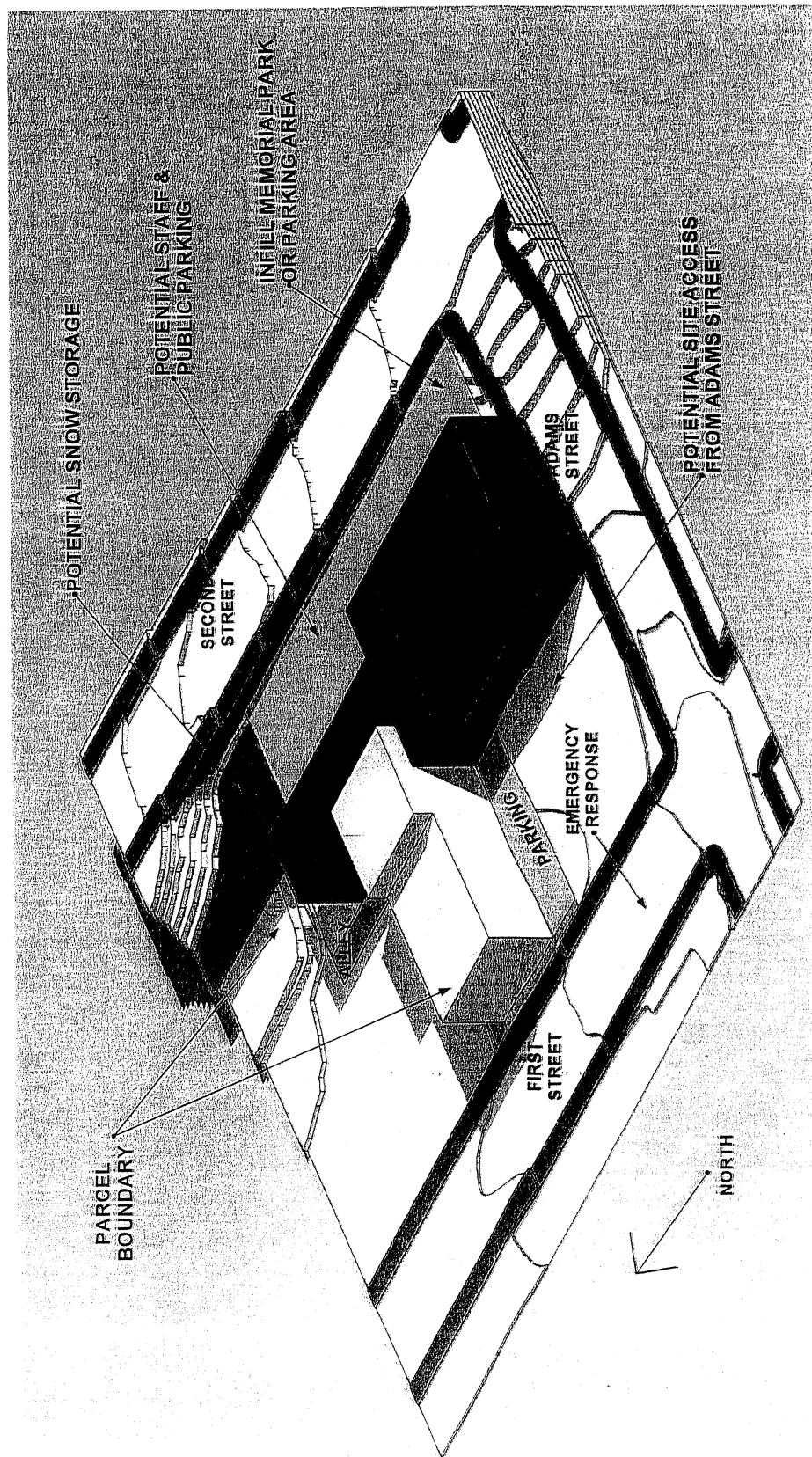
Comparative Site Analysis

COPPER RIVER HIGHWAY SITE

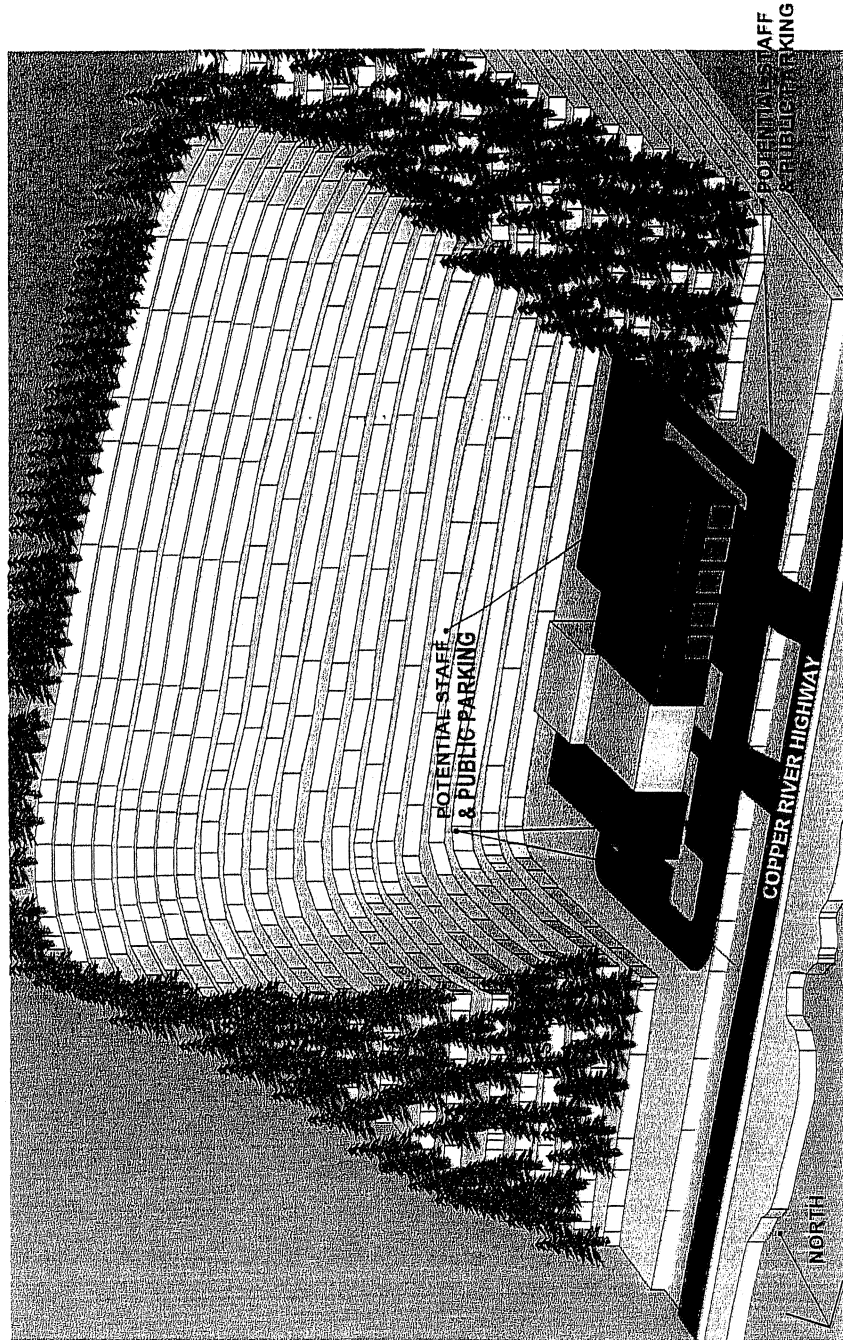
PROS	RANKING	CONS	RANKING
1 Less Constrained Building Config Options	5	Higher Site Development Costs	3
2 Drive-Thru Apparatus Bays	1	Geotechnical Unknowns	3
3 Potential for Future Expansion	1	Permanent Shadow (human factor)	4
4 No Parking Constraints	4	Potentially Isolated in Tsunami Event	3
5 Potential for Outdoor Training Facilities	2	Civic Presence Disconnected from Town	5
6 Bikeable from Town	2	Moss/Ice Building Deterioration	2
7 Preserves Available Land in Town	5	Response Time from Station	4
8 Preserves Snow Storage Site in Town	5		
9 Encourages Economic Development	2		
10 Reduces Traffic Congestion in Town	3		
11 Simple On-Site Snow Management	5		
12 Potential Impound Lot Location	2		
AVERAGE SCORE	3.08	AVERAGE SCORE	3.43

Downtown Location

Site Disadvantages or Concerns	Design Mitigation Element(s)
Snow Movement Cost	<ul style="list-style-type: none"> • Include Snow Storage Location On-site to Minimize Snow Movement Costs
Traffic Congestion (pedestrian safety, vehicles) Proximity to School (young pedestrians)	<ul style="list-style-type: none"> • Route and Focus Public Safety Vehicle Traffic to First Street. • Revise Response Plan to Avoid 2nd and Adams Streets. • Include Uninterrupted Sidewalks on Adams Street from 2nd to 1st Street for pedestrian safety.
Public Traffic Uncertainty During Response Call	<ul style="list-style-type: none"> • Include Warning Light System to Alert Vehicle and Pedestrian Traffic.
Limited Future Expansion	<ul style="list-style-type: none"> • None Expected – 50yr Design Plan
Loss of Potential/Current Public Parking	<ul style="list-style-type: none"> • Include 22-Car Off-Street Parking Lot on 2nd Street Across from School District Office. • Include 10-Car Off-Street Parking Lot on the Corner of 2nd and Adams Street. • Allow Curbside Parking on Adams Street. • Include 10-Car Off-Street Parking Lot for Emergency Responders.
Police Detention Proximity to School	<ul style="list-style-type: none"> • Include Sally Port and Standard Security Elements in Building Design
Disruptive Effect of Sirens to School	<ul style="list-style-type: none"> • Condition Students to Emergency Services
Loss of Potential Tax Revenue	<ul style="list-style-type: none"> • Convert Existing City Hall/Police/Fire Complex into Business and Retail Lots
Vicinity Noise/Air Pollution of Emergency Vehicles	<ul style="list-style-type: none"> • Focus Airway and Sound Transmissions Toward 1st Street - Orca Inlet
Site Dictates Back-in Apparatus Maneuvers	<ul style="list-style-type: none"> • Include Large Apparatus Apron to Allow Off-Street Back-in Maneuvers
Lost Segment of Alleyway (redirect)	<ul style="list-style-type: none"> • Increase Size of Alleyway from 1st Street to Existing Alleyway to Increase Maneuverability to Allow for Delivery Trucks with 53' Van.
Geotechnical Unknowns	<ul style="list-style-type: none"> • Recent Geotechnical Report Conducted • Utilize Standard Civil Engineering Practices



CITY OF CORDOVA - PUBLIC SAFETY BUILDING WORKSHOP FIRST STREET SITE - POTENTIAL BUILDING ORGANIZATION
 February 8 & 9, 2011



CITY OF CORDOVA - PUBLIC SAFETY BUILDING WORKSHOP HIGHWAY SITE - POTENTIAL BUILDING ORGANIZATION
 February 8 & 9, 2011

CONCEPTUAL DESIGN SUBMITTAL
CONSTRUCTION COST ESTIMATE (REVISION 1)

CORDOVA PUBLIC SAFETY BUILDING
CORDOVA, ALASKA

PREPARED FOR:

CH2MHill
949 E. 36th Ave., Ste. 501
Anchorage, Alaska 99508

March 28, 2011



4103 Minnesota Drive • Anchorage, Alaska 99503 p: 907.561.1653 • f: 907.562.0420 • e: mail@hmsalaska.com

NOTES REGARDING THE PREPARATION OF THIS ESTIMATE

DRAWINGS AND DOCUMENTS

Level of Documents: Concept drawings and systems narratives
Date: February 22, 2011
Provided By: CH2M Hill and their subconsultants of Anchorage, Alaska

RATES

Pricing is based on current material, equipment and freight costs.

Labor Rates: A.S. Title 36

BIDDING ASSUMPTIONS

Contract: Standard construction contract without restrictive bidding clauses
Bidding Situation: Competitive bids assumed
Bid Date: March 2016
Start of Construction: Summer 2016
Months to Complete: Within (16) months

EXCLUDED COSTS

1. Remediation of contaminated soils, if found during construction
2. Full time on-site A/E construction administration. Cost as indicated in the Project Summary assumes 2-day trip for one designer to review project per month.

NOTES REGARDING THE PREPARATION OF THIS ESTIMATE (Continued)

GENERAL

When included in HMS Inc.'s scope of services, opinions or estimates of probable construction costs are prepared on the basis of HMS Inc.'s experience and qualifications and represent HMS Inc.'s judgment as a professional generally familiar with the industry. However, since HMS Inc. has no control over the cost of labor, materials, equipment or services furnished by others, over contractor's methods of determining prices, or over competitive bidding or market conditions, HMS Inc. cannot and does not guarantee that proposals, bids, or actual construction cost will not vary from HMS Inc.'s opinions or estimates of probable construction cost.

Quantities and sizes have been developed from similar projects and adjusted to suit this project.

This estimate assumes normal escalation based on the current economic climate in Alaska. It is not possible to gauge the effect of the global economic down turn on construction costs in Alaska. HMS Inc. will continue to monitor these events and the resulting construction climate, and will adjust costs and contingencies as deemed prudent.

This estimate is based on a non-site specific concept design. As such, it is programmatic in nature and does not address what will ultimately be the final design solution.

GROSS FLOOR AREA

First Floor	18,220 SF
Second Floor	9,140 SF
Mezzanine	<u>2,350 SF</u>
TOTAL GROSS FLOOR AREA:	<u>29,710 SF</u>

CONCEPTUAL DESIGN GENERAL COST SUMMARY

	Site Option 1 1st and Adams	Site Option 2 Copper River Highway
BUILDING COST	\$ 14,734,718	\$ 14,734,718
SITE OPTION	1,280,334	3,386,825
SUBTOTAL:	\$ 16,015,052	\$ 18,121,543
LAND ACQUISITION AND DEVELOPMENT		
Land/ROW Purchase	TBD	TBD
Rezoning and Replatting Costs	50,000	0
Road Extensions Off-Site	Not Required	Not Required
Utility Extensions Off-Site	Not Required	Not Required
Property Land Survey	25,000	15,000
Geotechnical Analysis	20,000	20,000
ADMINISTRATIVE COSTS		
Finance Costs	TBD	TBD
Departmental Costs (If Required)	TBD	TBD
Legal Costs (Contract Preparation, Review, Etc.)	TBD	TBD
Third Party Project Management (If Required)	TBD	TBD
DESIGN FEES		
Architectural/Engineering Fees (12% of Construction Value)	1,921,806	2,174,585
A/E Construction Administration	80,000	80,000
Hazardous Material Survey	10,000	0
LEED Certified Design (10% of A/E Fees)	192,181	217,459
LEED Certification (If Required)	10,000	10,000
Design Team Reimbursables (Based on Comparable Projects)	35,000	35,000
AGENCY REVIEW AND PERMITTING		
Plan Review and Permitting (1.5% of Construction Value)	192,181	217,459
BIDDING		
Bid Advertisement Costs	1,200	1,200
Bid Document Reproduction Costs	21,252	24,452
ART IN PUBLIC PLACES	42,504	48,905
FURNISHINGS, FIXTURES AND EQUIPMENT	425,043	489,045
TOTAL PROJECT COST:	\$ 19,041,219	\$ 21,454,648

CONCEPTUAL DESIGN GENERAL COST SUMMARY

BUILDING COST		\$ 14,734,718
SITE OPTION 1 - IN TOWN		1,280,334
TOTAL ESTIMATED CONSTRUCTION COST WITH SITE OPTION 1:		\$ 16,015,052
COST PER SQUARE FOOT:		\$ 539.05 /SF
GROSS FLOOR AREA:		29,710 SF
BUILDING COST		\$ 14,734,718
SITE OPTION 2		3,386,825
TOTAL ESTIMATED CONSTRUCTION COST WITH SITE OPTION 2:		\$ 18,121,543
COST PER SQUARE FOOT:		\$ 609.95 /SF
GROSS FLOOR AREA:		29,710 SF

CORDOVA PUBLIC SAFETY BUILDING
CORDOVA, ALASKA
CONCEPTUAL DESIGN SUBMITTAL CONSTRUCTION COST ESTIMATE (REVISION 1)

PAGE 6

DATE: 3/28/2011

HMS Project No.: 11014

BUILDING CONCEPTUAL DESIGN COST SUMMARY

	Material	Labor	Total
01 - SITE WORK			See Site Options
02 - SUBSTRUCTURE	235,047	132,265	367,312
03 - SUPERSTRUCTURE	833,932	501,147	1,335,079
04 - EXTERIOR CLOSURE	710,967	306,852	1,017,819
05 - ROOF SYSTEMS	151,059	137,697	288,756
06 - INTERIOR CONSTRUCTION	621,983	535,780	1,157,763
07 - CONVEYING SYSTEMS	64,500	27,000	91,500
08 - MECHANICAL	1,336,990	1,256,395	2,593,385
09 - ELECTRICAL	440,876	405,262	846,138
10 - EQUIPMENT	22,080	3,000	25,080
11 - SPECIAL CONSTRUCTION	0	0	0
SUBTOTAL:	\$ 4,417,434	\$ 3,305,398	\$ 7,722,832
12 - GENERAL REQUIREMENTS			2,527,406
SUBTOTAL:			\$ 10,250,238
13 - CONTINGENCIES			4,484,480
TOTAL ESTIMATED CONSTRUCTION COST:			\$ 14,734,718
COST PER SQUARE FOOT:			\$ 495.95 /SF
GROSS FLOOR AREA:			29,710 SF

ELEMENTAL SUMMARY

Element	Material	Labor	Total Material/Labor	Total Cost	Rate \$/SF Floor Area
01 - SITE WORK				<i>See Site Options</i>	\$ 0.00
011 - Hazmat Abatement	\$ 0	\$ 0	\$ 0		0.00
012 - Site Preparation	0	0	0		0.00
013 - Site Improvements	0	0	0		0.00
014 - Site Mechanical	0	0	0		0.00
015 - Site Electrical	0	0	0		0.00
02 - SUBSTRUCTURE				\$ 367,312	\$ 12.36
021 - Standard Foundations	\$ 95,684	\$ 63,916	\$ 159,600		5.37
022 - Slab on Grade	139,363	68,349	207,712		6.99
023 - Basement	0	0	0		0.00
024 - Special Foundations	0	0	0		0.00
03 - SUPERSTRUCTURE				\$ 1,335,079	\$ 44.94
031 - Floor Construction	\$ 353,064	\$ 228,897	\$ 581,961		19.59
032 - Roof Construction	451,298	258,730	710,028		23.90
033 - Stair Construction	29,570	13,520	43,090		1.45
04 - EXTERIOR CLOSURE				\$ 1,017,819	\$ 34.26
041 - Exterior Walls	\$ 474,492	\$ 249,312	\$ 723,804		24.36
042 - Exterior Doors and Windows	236,475	57,540	294,015		9.90
05 - ROOF SYSTEMS				\$ 288,756	\$ 9.72
051 - Roofing	\$ 151,059	\$ 137,697	\$ 288,756		9.72
052 - Skylights	0	0	0		0.00
06 - INTERIOR CONSTRUCTION				\$ 1,157,763	\$ 38.97
061 - Partitions and Doors	\$ 193,115	\$ 222,825	\$ 415,940		14.00
062 - Interior Finishes	200,543	252,535	453,078		15.25
063 - Specialties	228,325	60,420	288,745		9.72

ELEMENTAL SUMMARY

Element	Material	Labor	Total Material/Labor	Total Cost	Rate \$/SF Floor Area
07 - CONVEYING SYSTEMS	\$ 64,500	\$ 27,000		\$ 91,500	\$ 3.08
08 - MECHANICAL				\$ 2,593,385	\$ 87.29
081 - Plumbing	\$ 341,368	\$ 442,803	\$ 784,171		26.39
082 - HVAC	904,052	686,942	1,590,994		53.55
083 - Fire Protection	79,370	105,299	184,669		6.22
084 - Special Mechanical Systems	12,200	21,351	33,551		1.13
09 - ELECTRICAL				\$ 846,138	\$ 28.48
091 - Service and Distribution	\$ 149,616	\$ 61,062	\$ 210,678		7.09
092 - Lighting and Power	233,859	254,630	488,489		16.44
093 - Special Electrical Systems	57,401	89,570	146,971		4.95
10 - EQUIPMENT				\$ 25,080	\$ 0.84
101 - Fixed and Movable Equipment	\$ 0	\$ 0	\$ 0		0.00
102 - Furnishings	22,080	3,000	25,080		0.84
11 - SPECIAL CONSTRUCTION	\$ 0	\$ 0		\$ 0	\$ 0.00
SUBTOTAL DIRECT WORK:	\$ 4,417,434	\$ 3,305,398		\$ 7,722,832	
12 - GENERAL REQUIREMENTS				\$ 2,527,406	\$ 85.07
121 - Mobilization			\$ 97,000		3.26
122 - Operation Costs			1,689,029		56.85
123 - Profit			741,377		24.95
13 - CONTINGENCIES				\$ 4,484,480	\$ 150.94
131 - Estimator's Contingency	15.00%		\$ 1,537,536		51.75
132 - Escalation Contingency	29.00%		2,946,944		99.19
TOTAL ESTIMATED CONSTRUCTION COST:				\$ 14,734,718	\$ 495.95 /SF
GROSS FLOOR AREA:			3300377		29,710 SF

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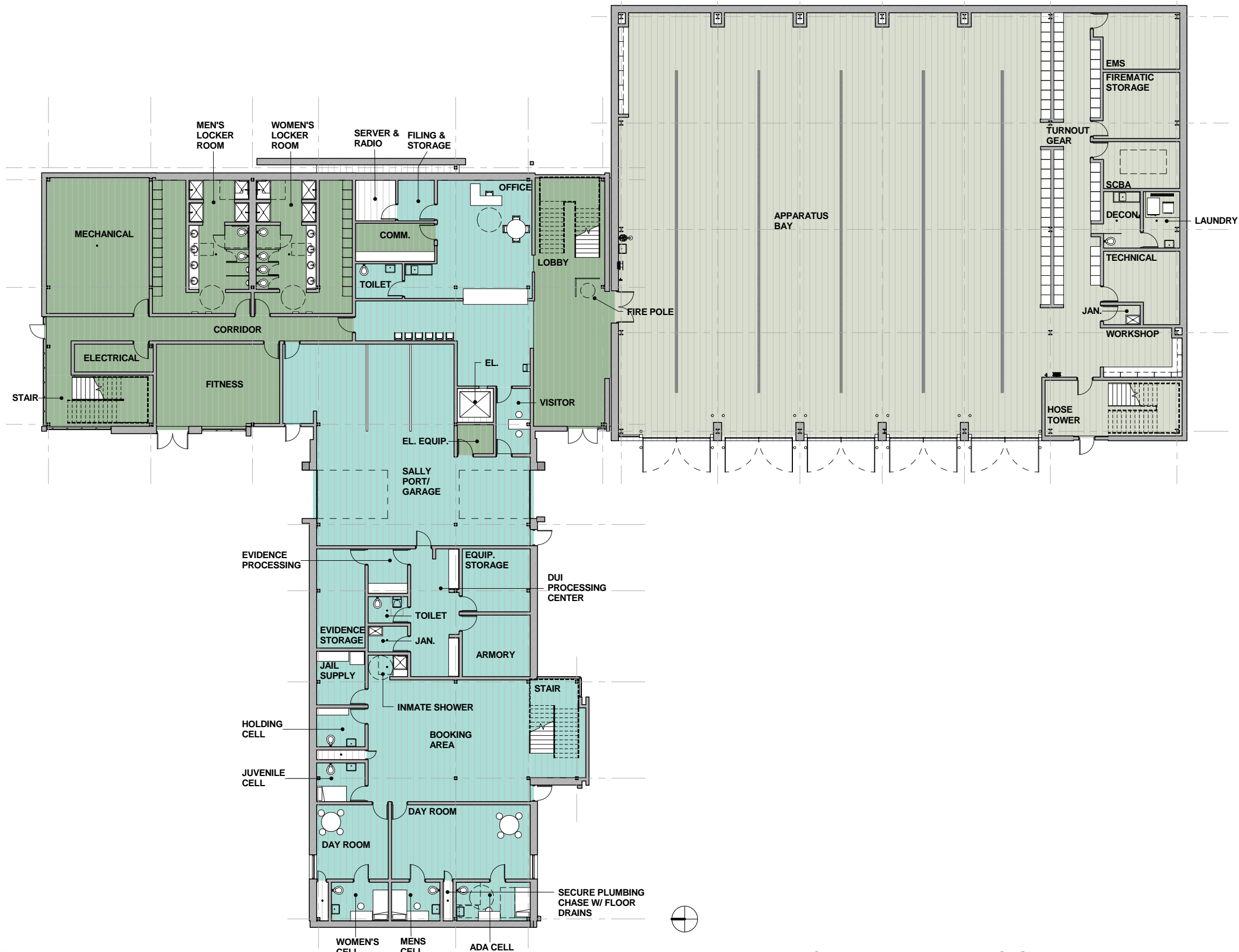
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DEPARTMENT LEGEND

- FIRE
- POLICE
- SHARED



DEPARTMENT LEGEND

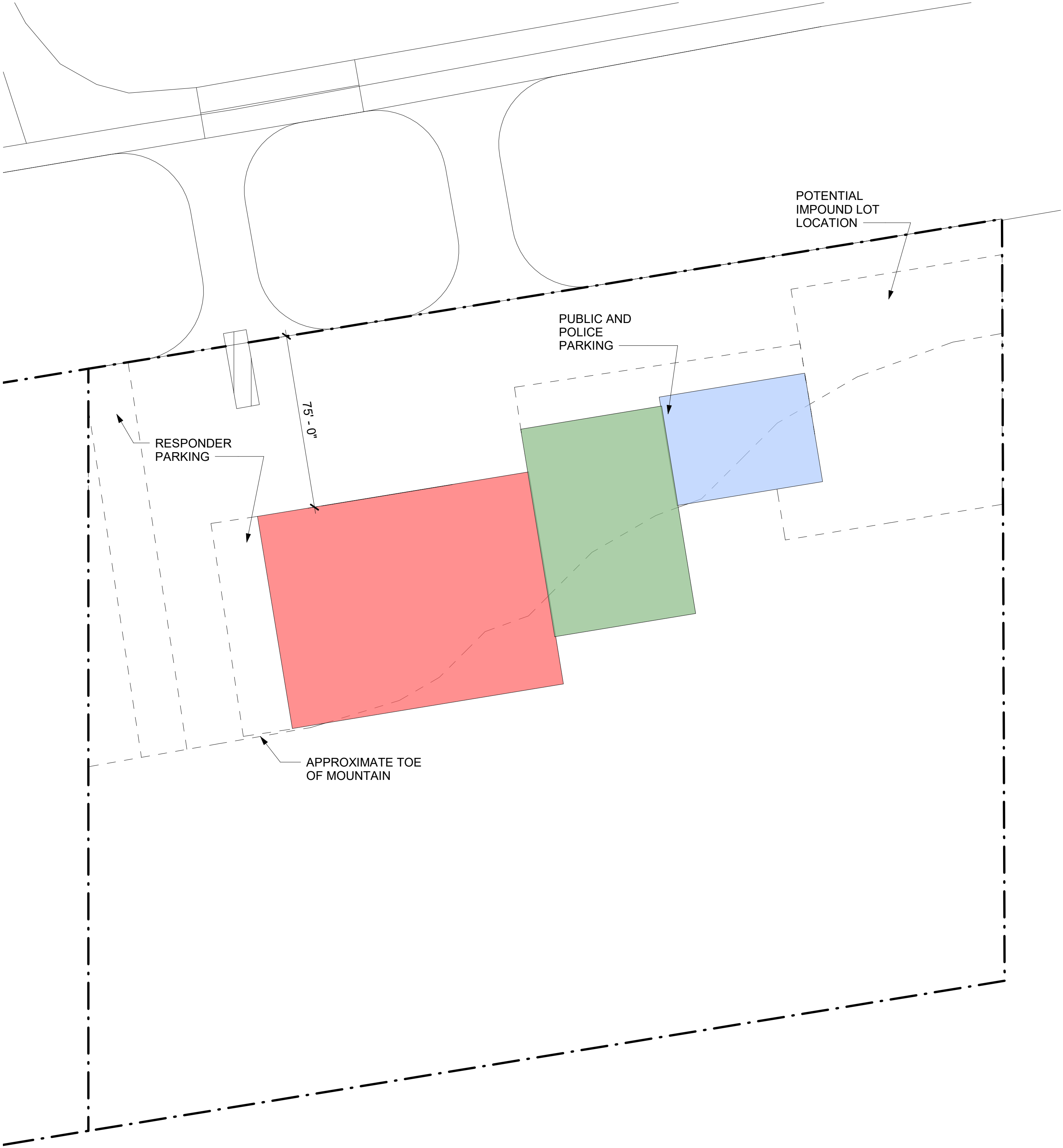
- FIRE
- POLICE
- SHARED

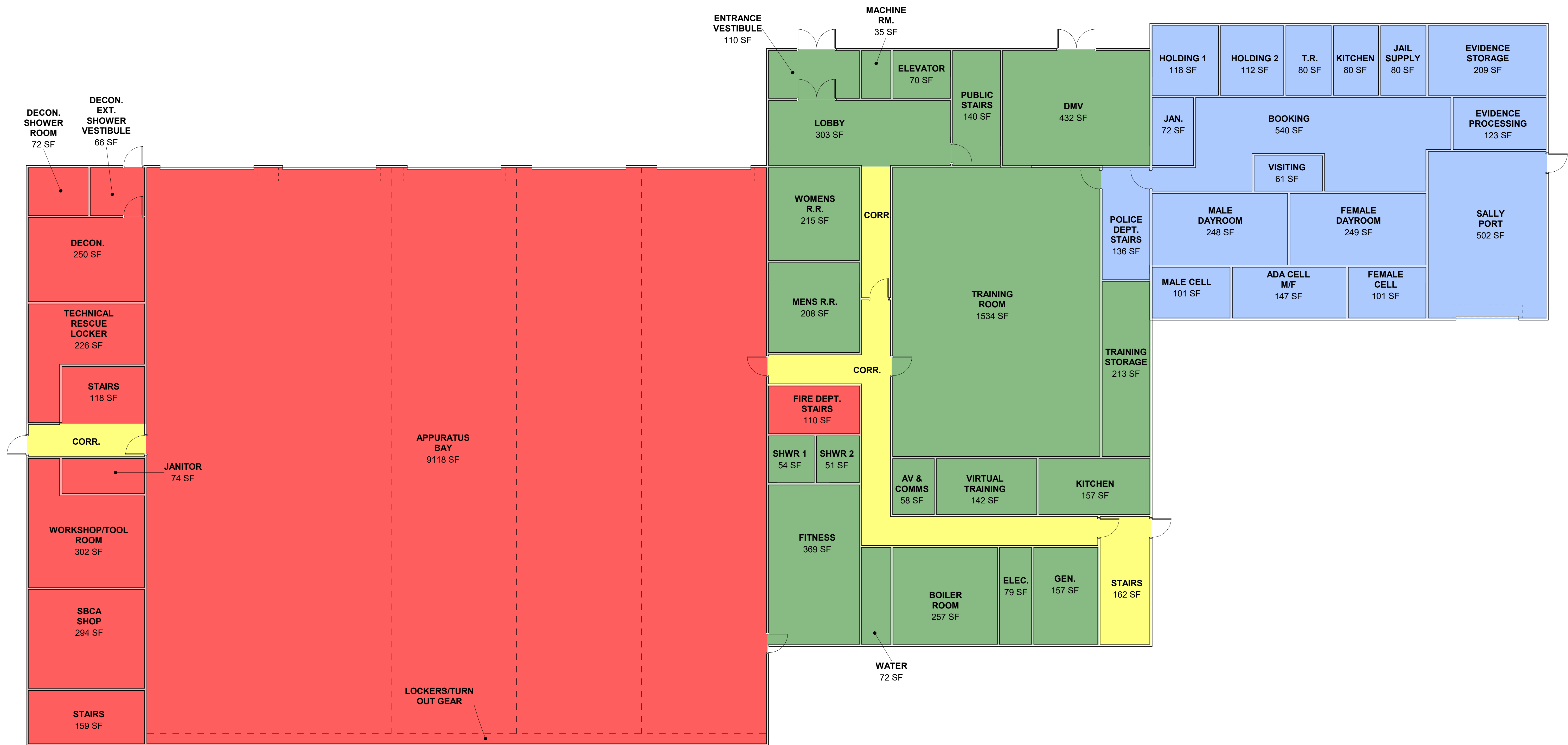


DEPARTMENT LEGEND

- FIRE
- SHARED







- ROOM COLOR SCHEME
- CIRCULATION
 - FIRE
 - POLICE
 - SHARED



ROOM COLOR SCHEME

- CIRCULATION
- FIRE
- POLICE
- SHARED

CITY OF CORDOVA										Helen Howarth - City Manager, Kevin Johnson - Planner									
Public Safety Building										Nate Taylor - Police Chief, Paul Trumbley - Fire Marshal									
Draft: 06-09-22 (Revision 07-14-22 to confirm all calculations only)										Burkhart Croft Architects: Dave Dreher, Joanna Croft									
PRELIMINARY SPACE PROGRAM										2011 Program									
* RCS: Area as shown on Room Criteria Sheets										2022 Program									
										February 8 & 9, 2011									
										May 3 & 4, 2022									
POLICE DEPARTMENT REQUIREMENTS																			
<u>Police Administration</u>																			
Chief's Office with Meeting Space	1	@	12	x	24		288	284		1		250	250					Close to squad room. Desk + seating area.	
Administrative Assistant Office	1	@	12	x	12		144	141		1		150	150						
Office Supply / Storage	1	@	6	x	4		24	64		1		30	30					Just for office supplies.	
Cleaning Closet / Storage	1	@	6	x	4		24			1		30	30						
Sub-Total:							480	489					460						
<u>Squadroom</u>																			
Officer's Offices	6	@	10	x	10		600	730		5		100	500					Currently 4 officers, plan for 5.	
Adult Interview Room	1	@	8	x	10		80	115		1		80	80					Close to single toilet. All video is shown in dispatch.	
Child Soft Interview Room	1	@	10	x	14		140	150		1		150	150					Close to single toilet. All video is shown in dispatch.	
Equipment Storage Room	1	@	12	x	14		168	183		1		150	150					Ammunition, training supplies, protectors, riot gear, air soft guns. NOT adjacent to prisoners in custody.	
Armory	1	@	10	x	10		100	178		1		100	100					Firearms. Work bench. Gun Safe. NOT adjacent to prisoners in custody.	
Supply Room	1	@	6	x	8		48			1		50	50					Office supplies	
Sub-Total:							1,136	1,356					1,030						
<u>Jail Facility</u>																			
Booking Area (One 8'x10' Holding Cell, Booking Computer,	1	@	20	x	20		400	904		1		300	300					Includes DUI processing, Fingerprinting, Telephone. Lockers for belongings for prisoner belongings. Need bench with ability to secure prisoner.	
Fingerprint Computer, Phone Area)										incl			0					included in booking area	
DUI Processing Center (Datamaster)	1	@	8	x	16		128	128		incl			0					included in booking area	
Jail Storage Lockers	1	@	4	x	6		24	24		incl			0					included in booking area	
Toilet for people in booking/custody										1		60	60						
Food Prep / Kitchenette (With Freezer & Microwave)	1	@	8	x	10		80	111		1		50	50					Chest freezer, microwave. Food service all disposable.	
Jail Supply (Linen, Toiletry & Prisoner Uniform Storage)	1	@	8	x	10		80	incl		1		50	50					Linens, jumpsuits. Laundry washed at the hospital.	
Male Jail Cells (With Day Room)	2	@	17	x	20		680	601		2		80	160					Cell. Need an ADA cell.	
Female Jail Cell (With Day Room)	1	@	17	x	20		340	328		1		80	80					Day Room. Include shower off day room	
Juvenile Holding Facility	1	@	8	x	10		80	80		1		250	250					Cell	
Visiting Room	1	@	8	x	8		64	64		1		80	80					Day Room. Include shower off day room	
												80	80					Also serves as regular holding cell (max 12 hour hold)	
												60	60					Include window into Day Room (s) with chair in booking area.	
Sally Port Area	1	@	16	x	24		384	1,586		1		500	500					Point of entry for all prisoners. Single interior space.	
Sub-Total:							2,260	3,826					1,840						
<u>Evidence Processing</u>																			
Evidence Processing Area (Cabinets, Table, Drying Cabinet)	1	@	10	x	10		100	75		1		100	100					Evidence processing lockers. Pass-through. Separate door off of sally port for evidence.	
Evidence Store Room (Perimeter & Middle Shelving)	1	@	16	x	16		256	206		1		200	200						
Sub-Total:							356	281					300						

PRELIMINARY SPACE PROGRAM	2011 Program							2022 Program				
	February 8 & 9, 2011							May 3 & 4, 2022				
	QTY	DIMS			AREA	Per RCS*		QTY	AREA	TOTAL	NOTES	
* RCS: Area as shown on Room Criteria Sheets												
<u>Parking & Outdoor Storage</u>												
Small Equipment Parking Garage	1	@	12	x	24	288	200					All this will be included in the impound yard.
Outdoor Evidence & Property Storage (Bikes, etc., Plus Storage For Lubes, Lights, Traffic Cones, etc.)	1	@	10	x	12	120	120 ?					
Indoor Parking (2 Vehicles)	2	@	10	x	24	480	incl					
Sub-Total:						888	320					
<u>Department of Motor Vehicles (Leased space)</u>												
Work Area (2 Desks, 8 File Cabinets, Computer, etc.)	1	@	20	x	20	400	847	1	300	300		Separate entrance
Office (Desk, Office Furniture, etc.)	1	@	10	x	10	100	167	incl				Single employee. Need access
Toilet Room								1	40	40		
Storage Room								1	40	40		
Sub-Total:						500	1,014			380		
TOTAL DEDICATED POLICE DEPARTMENT AREA:						5,620	7,286			4,010		

CITY OF CORDOVA																			
Public Safety Building																			
Draft: 06-09-22 (Revision 07-14-22 to confirm all calculations only)																			
PRELIMINARY SPACE PROGRAM										2011 Program					2022 Program				
* RCS: Area as shown on Room Criteria Sheets										February 8 & 9, 2011					May 3 & 4, 2022				
	QTY		DIMS			AREA		Per RCS*		QTY		AREA		TOTAL		NOTES			
FIRE DEPARTMENT REQUIREMENTS																			
<u>Administrative Spaces</u>																Currently 3 paid staff: Fire Marshal and 2 Fire fighter Medics. Fire Chief is a Volunteer. Currently 35 volunteers.			
Fire Chief's Office	1	@	10	x	14	140		184						0					
Fire Marshal's Office	1	@	10	x	14	140		178		1		250		250		Desk + seating area			
Emergency Response Manager Office (EMC)										1		150		150					
Administrative Storage & Copy Room	1	@	11	x	26	286		350		1		150		150		Needs to be secured. Books, filing cabinets			
Administrative Office	1	@	10	x	16	160		163						0					
Waiting										1		100		100		Waiting area for 4-5 people. Off of the main lobby.			
Staff Office	1	@	10	x	16	160		163		1		350		350		EMS Paid Staff: Shared space for three people			
Volunteer Office										1		150		150		Volunteer Staff: Shared space for reports & office work			
Sub-Total:						886		1,038						1,000					
<u>Hose Tower (With Training Props & Amenities)</u>	1	@	14	x	14	196		449		0				0					
Sub-Total:						196		449						0					
<u>Apparatus Bays (5 ea, double depth - 15 x 90)</u>	5	@	18	x	80	7,200		8,486		5		1800		9000		NOT drive-thru. Doors: 3x large (14'Wx16'h), 2x small (10'-0"). Major maintenance is at city shop. Perimeter: hose storage (roller rack): charging stations			
																APPARATUS: Engine 14 = 30'-0"; Engine 3 = 31'-0"; Rescue 1 = 33'-0" + extended bumper; Comms Trailer = 18'-0" with door up.			
Sub-Total:						7,200		8,486						9,000					
<u>Emergency Response Support</u>																			
Workshop / Tool Room	1	@	16	x	16	256		166		1		300		300		Storage + bench, hose repair,			
Medical Clean-Up / Decontamination	1	@	12	x	10	120		74		1		300		300		Wash at truck, extractor and then hang up. Locate at front of app bay to keep clean. Possible to have an exterior wash station with man door into decon? Have 2 showers and standard washer & dryer included in Decon			
Laundry	1	@	12	x	6	72		111		incl									
EMS Supply Room	1	@	12	x	16	192		195		1		200		200		This could be on the mezzanine.			
SCBA Shop (Compressor, Bottle Storage, Maintenance)	1	@	10	x	16	160		160		1		200		200		Mako system + maintenance. Wall space for bottles and spare parts, work space. 40 bottles. 12-16 spare packs wall-mounted.			
Air Compressor										1		100		100		Put air compressor in its own room. Can be anywhere, even up in mezzanine. 100 gallon tank.			
Firematic Storage	1	@	14	x	16	224		224								??? Absorbed in other rooms			
Technical Rescue Locker	1	@	12	x	16	192		200		1		256		256		Search & Rescue (SAR). Does not immediate access, but should not be on the mezzanine.			
Janitor Closet	1	@	5	x	6	30		40		1		30		30					
Turnout Gear Lockers (80 each @ 24" x 24" footprint)	1	@	16	x	40	640		640 ?		60		12.5		750		At least 50 lockers. Some volunteers crosstrain medic and fire so have 2 lockers. OK with open lockers. Like the kind that roll and put it next to engines. EMS on duty will stage gear. Want perimeter lockers near access into app bay. Want 24-30" lockers			
Sub-Total:						1,886		1,810						2,136					

PRELIMINARY SPACE PROGRAM										2011 Program					2022 Program													
* RCS: Area as shown on Room Criteria Sheets										February 8 & 9, 2011					May 3 & 4, 2022													
										QTY		DIMS			AREA			Per RCS*		QTY		AREA			TOTAL	NOTES		
Storage Mezzanine Above Support Spaces																1,886			1,717		1		2000			2000	2000# hoist system. High density - design for additional weight. Extra hose, tires, room for training. If additional mezz is added across back of app bays, the standard trailers are 9'-0" and must be able to go beneath mezz.	
Sub-Total:																3,772			3,527							4,136		
Dormitories																												
3 Dorm Rooms - 12' x 14' (Double Occupancy)										2	@	12	x	14		336			519		2		150			300	Not necessary, but nice to have if someone needs to stay.	
Sub-Total:																336			519							300		
TOTAL DEDICATED FIRE DEPARTMENT AREA:																12,390			14,019								14,436	

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	QTY		DIMS				AREA		Per RCS*		QTY		AREA		TOTAL		NOTES
<u>Training Room</u>																	
Training Room (80 people @ 16 sf ea., dividing wall)	1	@	32	x	40		1,280		1,294		1		1500		1500		Primarily used by fire. Currently have 35 volunteers. Must hold 50 people with tables and chairs. Need to divide the room into 2 - 50/50 split. Near the front door. Close access to both fire and police, but closed off from fire & police operations. Include at least one wall in training room for library of materials. Need drop-down screen with projector. 12'-0" high ceiling.
AV Room											1		40		40		Small room adjacent to Training Room
Storage (Tables, Chairs, White Boards, Props)	1	@	12	x	16		192		191		1		200		200		Will need to be larger; training props are large - maybe 300 sf?
Kitchen	1	@	12	x	16		192		345		1		100		100		Full residential kitchen. Mainly used during fire dept training or snacks, so access to training room is good. Will be used as a break room. Not much pantry storage needed. Single refrigerator.
Pantry / Storage	1	@	8	x	8		64		43						0		
Sub-Total:							1,728		1,873						1,840		
TOTAL SHARED & COMMON SPACES:							7,155		7,953						5,377		

CITY OF CORDOVA
Public Safety Building

Draft: 06-09-22 *(Revision 07-14-22 to confirm all calculations only)*

PRELIMINARY SPACE PROGRAM

	<u>2011 Program</u>	<u>2022 Program</u>
POLICE DEPARTMENT REQUIREMENTS	5,620 sf	4,010 sf
FIRE DEPARTMENT REQUIREMENTS	12,390 sf	14,436 sf
SHARED & COMMON SPACES	<u>7,155 sf</u>	<u>5,377 sf</u>
Total Programmed Space:	25,165 sf	23,823 sf
Circulation / Grossing Factor (15%):	<u>3,775 sf</u>	<u>3,573 sf</u>
TARGET GROSS BUILDING AREA:	28,940 SF	27,396 SF



July 14, 2022

City of Cordova
P.O. Box 1210
Cordova, AK 99574

Attn: Helen Howarth, City Manager

Re: **City of Cordova Public Safety Building**
BCA Project No. 2204 (Formerly No. 1102)

Helen:

We have completed the Project Validation for the City of Cordova Public Safety Building. Below is a description of our work activities and a summary of findings.

Background & Scope of Work: The City of Cordova wants to revisit the Public Safety Building Project, with the possibility of pursuing grants for further development and construction. The original project was completed through programming and concept design in 2011. BCA was asked to validate the work that was previously completed to determine if the programming and concept design are still appropriate and meet the current needs of the City of Cordova Fire and Police Departments. Tasks included:

(1) Review of the Public Safety Building Concept Study and Appendices, completed in 2011.

This work was completed prior to the visit to Cordova. Reviewed information included an overview of the project, description of work by design discipline, programming documents, and conceptual design drawings. The programming documents include building area calculations and room criteria sheets, which serve as the basis for the design.

(2) Travel to Cordova for an overnight visit to meet with user groups and other City of Cordova stakeholders and to view the site.

Dave Dreher and I visited Cordova on May 3-4, 2022. We met with you, Nate Taylor (Police Chief), Paul Trumblee (Fire Marshal/Deputy Fire Chief) and Kevin Johnson (City Planner). We discussed current operations and staffing of the Police Department and Volunteer Fire Department and went through detailed facility needs of each department, including components shared by the departments. We reviewed the 2011 Concept Study drawings and program to confirm program requirements, size of each element, and desired adjacencies.

Kevin Johnson took us on a tour of the current proposed building site. Paul Trumblee led us on a tour of the current police and fire station.

(3) **Summary of findings.** See summary below.

Summary of Findings:

Program: A revised program has been developed based on the meetings with the City of Cordova. A number of modifications were made to the original program. See attached **Preliminary Space Program**, which summarizes the 2011 Program and adds the updated 2022 Program. This document was sent to the City of Cordova for review on 06/09/22; no comments were received so we assume that this is an accurate representation of needs. (Note that this program was revised on 07/14/22 to confirm all calculations; some totals have changed.)

The 2011 program had a total gross building area of 28,940 sf. The 2022 Program has a lower area of 27,396 sf. Notable changes include:

Police Department

- Equipment storage room and armory locations refined
- Sally port, jail, and evidence processing adjacencies are refined

Fire Department

- Administrative office requirements are refined and area is larger
- The hose tower is eliminated
- Apparatus bays are larger
- All of the emergency response support spaces are larger and adjacencies clarified

Shared & Common

- Location and components of dispatch center are refined
- Lockers were significantly reduced
- Lounge/day room was eliminated
- Training room is larger

Design: The 2011 Concept Study considered two potential sites for the project: Site 1 – Downtown Library/Museum (First Street at Adams) and Site 2 – Copper River Highway, Tract B. Site 1 was rated more highly and a concept floor plan was developed for the downtown site. We understand now that Site 1 is no longer available. The 2011 concept floor plan was designed to respond to very unique characteristics of the downtown site. It is not a relevant plan for another site.

The site we were shown is to the south of the Copper River Highway, very close to the intersection with Lefevre Street. See attached scanned copy of **Site Identification** provided to us while on site. It appears as if this is part of Tract A. The Site 2 considered in 2011 was sited on Tract B, which is to the west of Tract A. If this site is different, it should be noted that some of the site analysis completed in 2011 will not be applicable to this adjacent site. However, Tract A and Tract B do share similarities, most notably being at the base of a mountain, requiring considerable site preparation.

Based on the revised building program and a Tract A site, we developed a concept design that illustrates the general relationship of program elements. See attached **Site Concept Plan, First Floor Concept Plan and Second Floor Concept Plan**. These plans were sent to the City of Cordova for review on 06/28/22. We have received general feedback that the plans generally looked good.

The concept attempts to minimize the amount of site prep required for building development. The design places a two-story structure with shared spaces and offices between the one-story jail (and associated functions) and high-volume apparatus bays (and associated functions). It provides for easy access to the training room for both public functions and departmental training, while maintaining security for the police and fire departments. Department offices are able to share public access, waiting area, kitchen and toilet rooms, while having dedicated stairs leading to the jail and apparatus bays. Dispatch is located in the center of the second floor, with controlled access from both fire and police.

The public and office entrance and associated parking are from the front of the building. Secured access to the jail through the sally port is provided to the east. Rapid access to the apparatus bays for fire fighters responding to a call is provided to the west, with dedicated parking provided in that area.

Recommendations: Next steps for the design would include (1) confirmation and development of the program and plans with interactive refinement with the user groups and (2) substantial analysis of the proposed project site, including confirmation of its location.

Thank you again for the opportunity for Burkhart Croft Architects (BCA) to work with the City of Cordova on the development of the Cordova Public Safety Building. We

welcome any future work on this exciting project. Please let us know if there is anything we can do to help.

Regards,

A handwritten signature in black ink, appearing to read 'Joanna Burke Croft', with a stylized, flowing script.

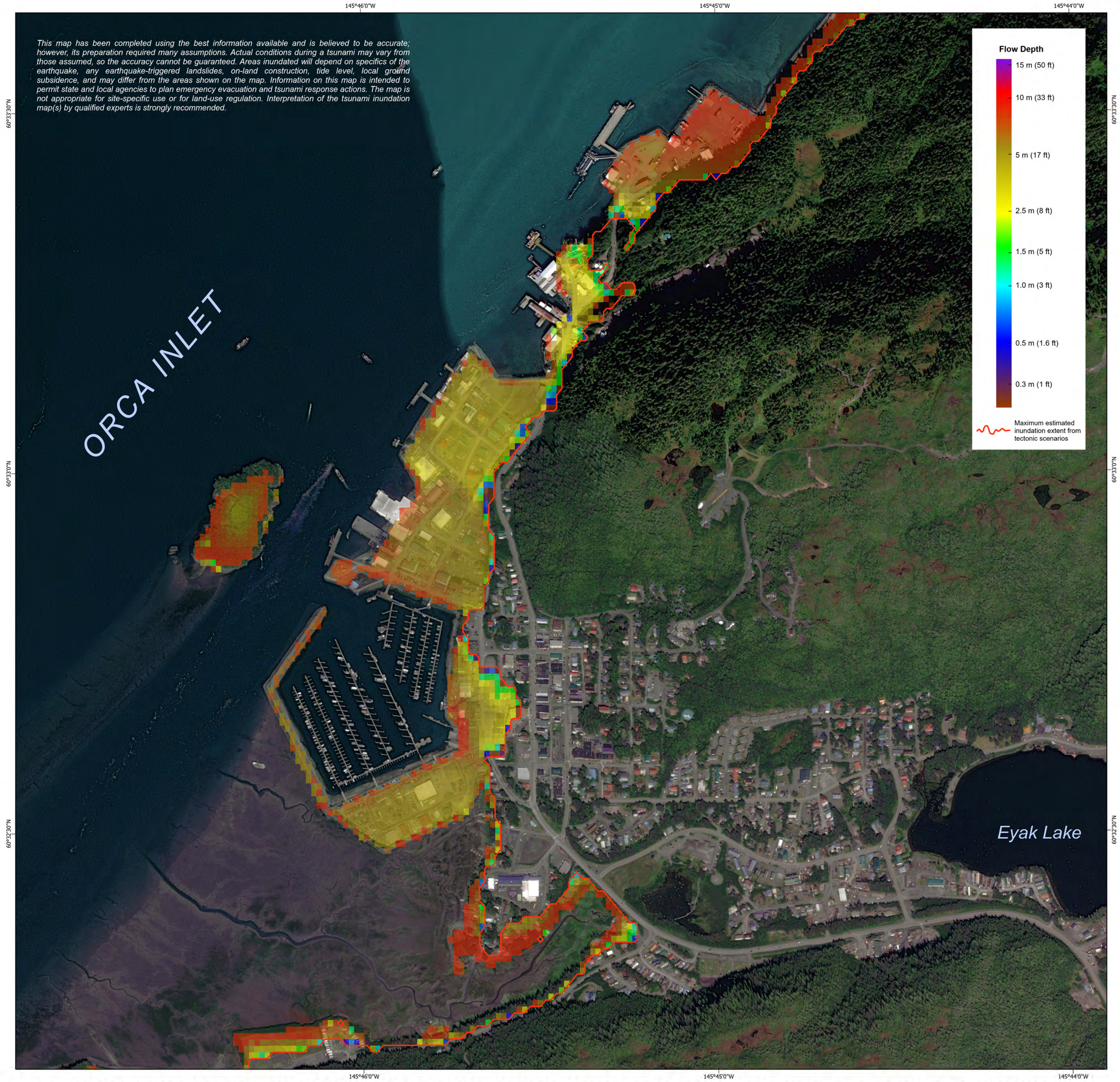
Joanna Burke Croft, AIA
Principal

Attachments (*In separate files*)

Preliminary Space Program (*2204-Cordova PSB Space Program 06-06-22 rev1*)

Site Identification (*2204-Cordova PSB Site Identification 05-03-22*)

Concept Design: Concept Plan, First Floor Concept Plan, Second Floor Concept Plan (*2204 – Cordova PSB Concept 06-27-22*)



MAXIMUM ESTIMATED TSUNAMI INUNDATION, CORDOVA BOAT HARBOR, CORDOVA, ALASKA, 2022 UPDATE

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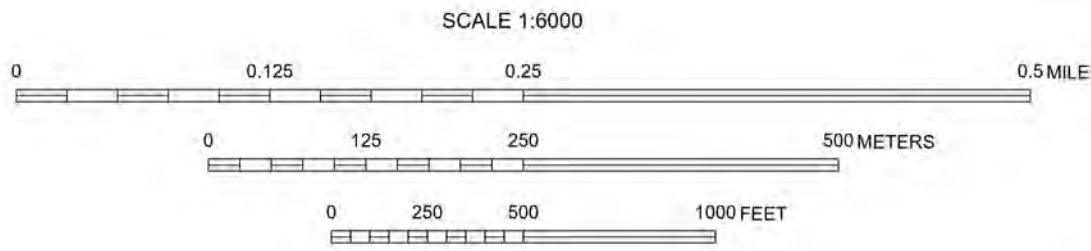


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2022

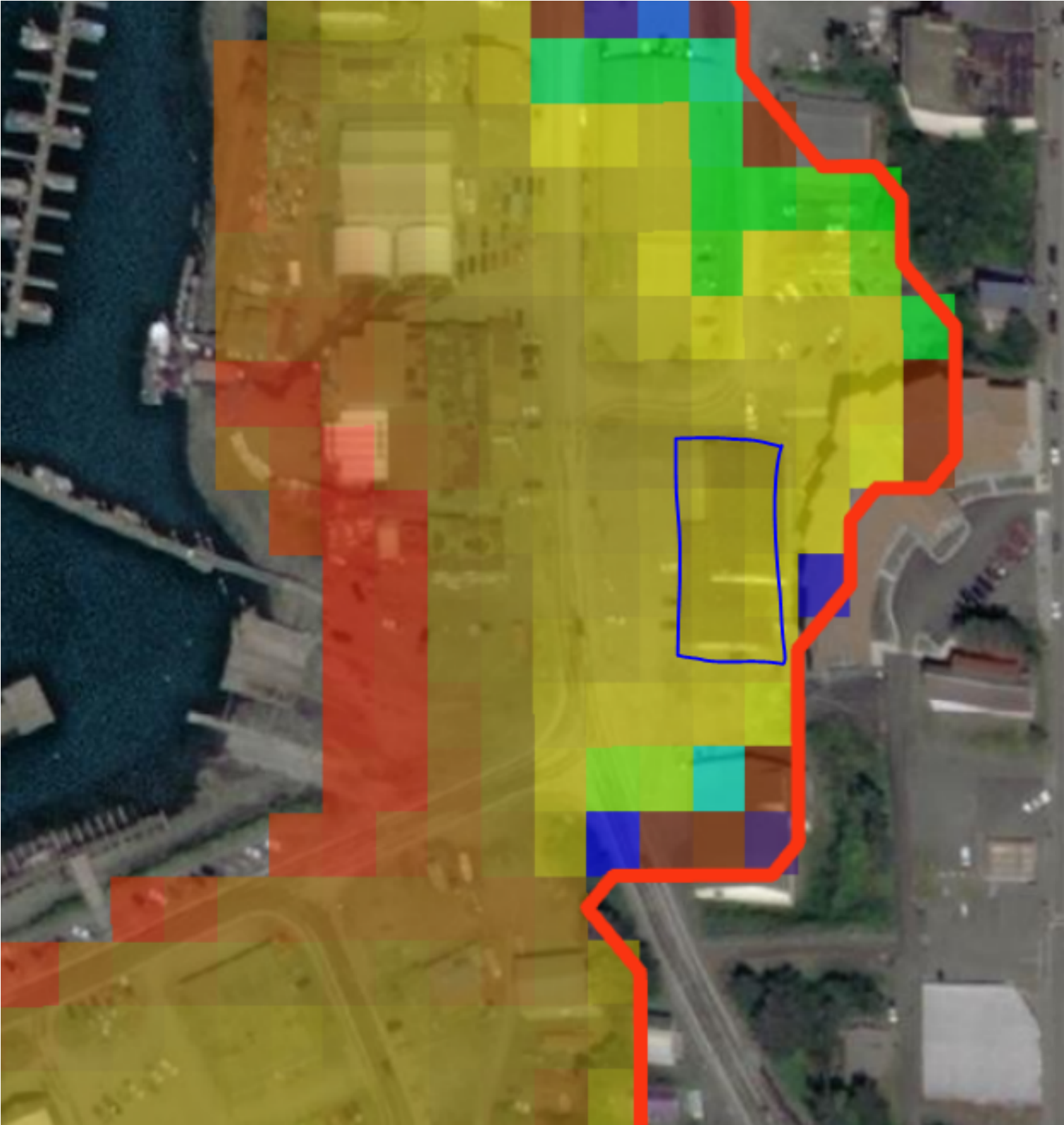


Base map from:
Esri World Imagery
Projection:
Alaska State Plane Zone 3 (Feet)
Datum:
North American Datum of 1983

Cartography by:
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AGENDA ITEM # 10e

Planning Commission Meeting Date: 3/22/23

PLANNING COMMISSION COMMUNICATION FORM

FROM: Kevin Johnson, City Planner

DATE: 3/22/23

ITEM: Nomination of Planning Commission Member for Historic Preservation Commission

NEXT STEP: Select a nominee

☐ INFORMATION
☒ **MOTION**
☐ RESOLUTION

I. REQUEST OR ISSUE:

The Historic Preservation Commission has requested that the Planning Commission nominate a member to serve on the Historic Preservation Commission to stay in compliance with State / National requirements.

II. RECOMMENDED ACTION / NEXT STEP:

Staff recommends the chair open nominations from the floor.

After the nomination process, a voice vote is recommended if there is only one nomination, or a roll call vote if there are multiple nominations.

III. FISCAL IMPACTS:

N/A

IV. BACKGROUND INFORMATION:

The Historic Preservation Commission is required to have one member of its ranks be from the city's Planning Commission. The previous member was Nancy Bird who stepped down from the Planning Commission after her term expired at the end of 2023. We now must nominate a member to serve on that commission to fulfill that need.

Some goals / projects of the Historic Preservation Commission over the next few years include:

- Prepare an update to the 2010 Draft Preservation Plan.
- Continue the Survey and Inventory program.
- Conduct more community outreach to educate the community about Historic Preservation.
- Update Cordova's Historic Walking Tour.
- Establish a better connection with Cordova's maritime history and nominate boats to the National Register of Historic Places

The Historic Preservation Commission plans to meet roughly every two to three months.

V. LEGAL ISSUES:

N/A

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

N/A

VII. SUMMARY AND ALTERNATIVES:

N/A

VIII. ATTACHMENTS:

- 1990's Historic Preservation Commission Preservation Plan

Cordova, Alaska

Historic Preservation Commission

Date: approx.
late 1990s

Historic Preservation Mission Statement

The mission statement adopted for Cordova's Historic Preservation Plan states that the overall purpose for historic preservation in the community is as follows:

The City of Cordova and its citizens seek to identify, protect, and preserve the community's historic and cultural resources in order to maintain and enhance the quality of life and economic well being of current and future generations.

Summary of Goals

The ten goals summarized below identify the major element of the historic preservation plan. The order that the goals appear does not necessarily indicate priorities, but instead reflect a logical sequence in which to best accomplish the preservation mission.

Goal 1 Make preservation decision-making a normal function in citywide planning, rather than an exceptional one, through the creation of a historic commission who will advise and reduce administrative conflicts concerning historic preservation decisions.

Action: Establish a Historic Preservation Commission to serve as an advisory board to Planning and Zoning Commission.

- a. Draft legislation
- b. Establish Mission, Rules and Procedures
- c. Submit list of commission members annually.

Historian, Cordova Historical Society Representative, Eyak Village Representative, Planning and Zoning Representative, Representative from the Public at Large.

Cordova, Alaska

Historic Preservation Commission

Adopted approx late 1990s

Goal II Develop, maintain and strengthen preservation partnerships between municipal government, state government and federal agencies.

Action: Designate HPC member to serve as governmental liaison.

- a. Inform city officials of the HPC and its goals and current action and of the benefits of historic preservation. Develop working relationship with planning and zoning commission and council and maintain a regular exchange of information through monthly reports and minutes of meetings.
- b. Inform state and federal officials of Cordova HPC, its goals and current actions. Develop working relationship and regular exchange of information through annual CLG reports.

Goal III Maintain and strengthen support for historic preservation from individuals, the Cordova Historical Society (CHS), neighborhood organizations and business interests.

Action: Develop and maintain contact between HPC and individuals, CHS, neighborhood and business organizations.

- a. Prepare historic preservation brochure
- b. Hold public informational/educational meetings concerning the importance of historic preservation, workshops on National Registry nomination applications, public programs regarding specific preservation efforts within Cordova's history.
- c. Directly contact owners of historic property.

Goal IV Identify historic and cultural resources significant to Cordova's past.

Action: Review and update current sources, information currently available.

- a. Update Inventory Survey (Buildings/Property)
- b. Inventory of Local Cemeteries
- c. Review and Identify Potential New Projects.

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Cordova, Alaska

Historic Preservation Commission

Adopted approx
late 1990s

Goal V Establish and support heritage tourism efforts appropriate to Cordova's historic resources and community needs.

Action: Accentuate the importance of history to tourism.

- a. Support the creation of a central visitors center
- b. Publish a new updated historic walking tour map.
- c. Solicit and provide media coverage of historic highlights.
- d. Plan/promote heritage festivals

Goal VI Provide the technical assistance necessary to improve historic properties.

Action: Compile Historic Preservation guidelines and info on available sources of funding and grants.

- a. Research and develop historic preservation design guidelines.
- b. Research/identify funding sources
- c. Publish historic preservation design guidelines handbook
- d. Provide info to public, business organizations and (proposed) historic district neighborhoods

Goal VII Increase public awareness of historic preservation in the community and improve preservation education efforts for various audiences.

Action: Designate HPC member to execute public relations.

- a. Devise sign program for city gateways (ferry terminal, cruise ship dock, airport terminal) and local historic districts and structures.
- b. Publish historic walking tour map.
- c. Create ad execute historic education program for school children K-6
- d. Establish yearly interest in History Day program

Cordova, Alaska

Historic Preservation Commission

Adopted approx
late 1990s

Goal VIII Establish economic incentives to encourage the preservation of historic buildings and neighborhoods.

Action: Establish local property tax and credits for rehabilitation/restoration.

- a. Designate HPC member
- b. Research use of credits in other Alaskan communities.
- c. Inform city and state officials of benefits of credits, solicit their support.
- d. Draft legislation for submittal when local economy improves

Goal IX Conduct regular review and evaluation of historic preservation initiatives, goals and priorities with the historic preservation community.

Action: Develop this goal into HPC mission statement

- a. Develop inventory database and update regularly.
- b. Plan for annual public review of goals

Goal X Work to adopt strategies to conserve historic neighborhoods, which reflect their natural development. Historical roles and traditions, current needs and economic health and stability.

Action: Develop long-term HPC goals compatible to Cordova's Master Development plan and the public's needs.

- a. Increase public awareness of historic preservation and local history.
- b. Develop working group within HPC to develop and draft long-term goals.