



**HARBOR COMMISSION REGULAR MEETING
JULY 9, 2025 @ 6PM
MAYOR'S CONFERENCE ROOM**

AGENDA

Chairman:
Andy Craig
Commissioners:
Ryan Schuetze
Ken Jones
Hein Kruithof
Garrett Collins
Harbormaster:
Tony Schinella
Admin Assistant:
Brandy Griffith

CALL TO ORDER

ROLL CALL

Andy Craig, Ryan Schuetze, Ken Jones, Hein Kruithof, Garrett Collins

- 1. APPROVAL OF REGULAR MEETING AGENDA..... (Voice vote) Page 1**
- 2. APPROVAL OF MINUTES**
 - A. Minutes at next regular meeting**
- 3. COMMUNICATIONS BY VISITORS**
 - A. Audience comments regarding agenda items (3 minutes per speaker)**
- 4. HARBORMASTER REPORT..... Page 2**
- 5. NEW BUSINESS**
 - A. Review & recommendation of Proposal for Lot 2, Block 7A Tidewater development Park.....Page 3-19**
- 6. MISCELLANEOUS BUSINESS**
- 7. AUDIENCE PARTICIPATION**
- 8. COMMISSION COMMENTS & NEXT MEETING AGENDA ITEMS**
- 9. ADJOURNMENT.....(Voice vote)**

Harbormaster's Report

- Facility rounds twice daily
- Cleaned and restocked restrooms daily
- Continuing to laser engrave slip numbers and name tags and installing
- Received camera to monitor DDF usage
- Additional camera for Shipyard has been ordered
- Harbor had a grant from DNR to dispose of the Steelhead, but the money was transferred to DOT.
- Picked up trash in the Harbor and Shipyard
- Will be shipping out 2750 gals of used anti-freeze this month
- Sent out annual slip invoices
- Marine Exchange of Alaska conducted annual audit of our Facility Security plan. All Sat
- Aurora Crane tech setup DDF cranes, but we are still having issues with the 10k crane
- Peterson Welding is making DDF crane oil filter guards
- Waiting on a quote for broken dock at the in-harbor boat ramp
- Conducted 57 vessel lifts YTD for 2025
- Conducted 32 hours of security detail Samson barge offloads
- Completed gear box oil changes on Travelift
- Received our Travelift transmitter and receiver that we sent out for maintenance
- Replaced bushings in North ramp floating dock
- Travelift limited capacity due to bad seal on winch #6. Hopefully will be fixed before this meeting
- Replaced broken pedestal in North Harbor
- Received new pedestal and bull rail section for end of I float
- Installed 10 new pedestal lights in North Harbor pedestals
- Cut brush in the North & South Fill area
- Delivered 1100 gals of used oil to High School
- Installed car stops in front of office
- Received 6400 gals of used oil
- Shipped out 4500 gals of used oil to Republic Service LLC in Anchorage

South Harbor Project punch list items

1. Replace heat trace for drive down float water. Completed
2. Install wire for one pedestal on G float. Completed
3. Technician to hookup sensors and limit switches for new cranes. Completed
4. Wireless meter reading system updates and meters. MEE Still working on data entry
5. Run power to tidal grid. Completed
6. Install one pedestal. Completed
7. Install Bollards around water hot boxes. Completed
8. Repair pavement cut in Nicholoff Way. Completed
9. Install crane on Three stage dock. Once the fishing season is over



AGENDA ITEM # 10a
Harbor Commission Meeting Date: 07/09/2025
HARBOR COMMISSION COMMUNICATION FORM

FROM: Amanda Hadley Coward, City Planner

DATE: Wednesday July 09, 2025

ITEM: Land Disposal – Review of Proposal for Lot 2, Block 7A, Tidewater Development Park

NEXT STEP: Review and Give Recommendation on Received Proposals

☐ INFORMATION
☒ MOTION

☐ RESOLUTION

I. REQUEST OR ISSUE:

Requested Actions: Recommendation on Received Proposals
Applicant: Serenity Adventure Lodge, LLC
Legal Description: Lot 2, Block 7A, Tidewater Development Park
Area: Approximately 3,909 Sq. Ft. Office Building
Zoning: N/A (This property is not currently zoned)

The Request For Proposals (RFP) for this property was published May 30, 2025, and ended June 30, 2025, at 5 PM. The City received one proposal for the property. Attached is the full proposal packet as published for the public, and the received proposal.

In accordance with the Cordova Municipal Code, the Harbor Commission will give a recommendation to City Council on the proposals.

II. RECOMMENDED ACTION / NEXT STEP:

Staff has provided the following motion for the Harbor Commission to consider opening the agenda item for discussion:

“I move to recommend City Council approve the proposal from *(insert preferred proposal)* to lease or purchase Lot 2, Block 7A, Tidewater Development Park.”

Choose one of the following to insert for the asterisk above:

- Serenity Adventure Lodge, LLC

III. FISCAL IMPACTS:

If a lease or a purchase of the property occurs, the City would collect property tax revenue or possessory tax, there would be an increase in sales tax revenue from the associated business of 7% and the bed tax revenue of 13%.

IV. BACKGROUND INFORMATION:

Lot 2, Block 7A, Tidewater Development Park located in the north harbor tidelands. This structure is locally known as the Old Science Center Building.

The Prince William Sound Science Center (PWSSC) began leasing the building in 1991 and continued to lease the building until July of 2023. The building has since sat empty, apart from two brief short-term rentals by both SERVVS and a traveling vet service. Both only lasting a few days each. Electricity, water, and sewer service have all been disconnected since October of 2023.

Following a discussion with City Council, staff published an RFP in February of 2024. This RFP was to gauge if there was interest from anyone that wanted to either, A – move the structure off of the lot and place it on another lot in town, or B – salvage material from the building in its place, once all valuable material was salvaged, the selected proposer would demo the rest of the building and haul it to the land fill. Staff listed it at a nominal price of \$1,000.00 for either option. No proposals were received.

In July of 2024 a letter of interest was submitted by Cordova Fisheries Development Association who was interested in leasing the space for office and lab space to support a new hatchery and mariculture non-profit. The Letter of Interest was brought before the Planning Commission at their 7/9/2024 meeting, the following is an excerpt from that meeting:

M/Bolin, “I move to recommend City Council to sell or lease of Lot 2, Block 7A, Tidewater Development Park” as outlined in Cordova Municipal Code 5.22.060 B by Negotiate an agreement with the party who submitted a letter of interest to lease or purchase the property.” *S/ Foode*. Discussion was brought up by Commissioner *Ranney* and *Den Adel* regarding structure stability and if the pilings were sound. *Johnson* said an engineer inspected all City structures in 2023 and it was found then that the building was sound, the pilings were not evaluated. *Hall* suggested a short-term lease with improvements being at the lessee’s own risk as funding could be found by the City to demolish the building and the lease could be terminated if future grants are awarded. *Ranney* and *Den Adel* both again voiced their concerns regarding the piling’s stability.

Vote was 3 yea (Bolin, Foode, and Hall), 3 nay (Ranney, Den Adel, and Trumblee), 1 absent (Harrison).

With the vote being tied, the recommendation failed, and a recommendation to not dispose of the building would have moved forward to City Council. Following the meeting the applicant spoke with Staff Kevin Johnson and decided that they were going to pursue other options and did not want the agenda item to move forward to City Council.

On 03/26/2025 City Planner Amanda Hadley Coward and Facilities Superintendent Malvin Fajardo went to the location to conduct a site inspection to assess the condition of the structure. There was normal wear and tear on the building, however the majority of the interior of the structure is in good condition. The furnace and boiler were functioning prior to the electricity being turned off. However, in the laboratory area of the HVAC zone a pipe is blown and would need to be repaired before heat could possibly be restored to that specific area. As well as the to procurement of a fuel tank for the heating oil as the previous one was removed from the site and is no longer in functioning order. The water and sewer lines are functioning and usable given that they are connected back to the site. There is water damage where the roof had previously leaked, a roof repair was done during winter of 2025 following a windstorm, but further investigation is needed to determine if that repair fixed the larger issue. The entire interior was dry at the time of inspection, so no active leaking is assumed. No damage to the pilings was observed from what could be viewed from the adjacent lot/street. As Staff is not an engineer this was all based off what could be easily seen by a lay person.

The building has been vacant with no electric, water, or sewer since October 2023. Buildings left without heat throughout winters in Cordova tend to mold, rot, and deteriorate quickly. City Council had a discussion regarding the future of this building and their options. City Council would like to make it clear to the public that this building is available per the land disposal maps.

April 08, 2025, Planning Commission Regular Meeting Minutes Excerpt:

M/Bolin “I move to recommend to City Council to a lease of Lot 2, Block 7A, Tidewater Development Park that is approximately 3,909 square feet in size as outlined in Cordova Municipal Code 7.40.060 (B) by Requesting sealed proposals to lease or purchase the property.”

S/Foode

Bolin as much as I would like to see the proposal by Nels go in there we do have another proposal. With this and possibly even more and I don’t think that we should just weigh in on one heavily if there’s some other interest in this building. I know there has been other interest in this building the past so I do think that the Council and the people of Cordova should have some say in that as well.

...

Ranney I will say that I did actually go down under that building a few days ago as the structural stability was my main concern against putting it out for bids last time. Those pilings were in significantly better condition than I thought they were. The cross bracings are all pretty much rotted out which I believe is why that building shakes so much in the wind. But that should be a pretty easy fix. Assuming that the structural analysis comes back good I don’t see any issues with placing the building up for lease.

Harrison to my understanding this is about our recommendation as to whether or not we’re suggesting that a space be made available for development and it’s up to Council too decide if this building is structurally sound or not and that there is a process for that. In view of that I would also be in favor of allowing the process to move forward. Harrison then called for a vote.

Vote: 5 yea, 0 nay, 2 absent (Den Adel & Trumblee)”

April 16, 2025, City Council Regular Meeting Minutes Excerpt:

“Council action on disposal and method of disposal for a portion of Lot 2, Block 7A Tidewater Development Park (aka the old PWSSC building). M/Ranney S/Sherman to dispose of Lot 2, Block 7A, Tidewater Development Park that is approximately 3,909 square feet in size as outlined in Cordova Municipal Code 7.40.060 B by requesting sealed proposals to lease or purchase the property. Ranney supports sealed proposals and would like to see a covered space there. Sherman agrees with Council member Ranney and thinks they have enough information on this property to receive proposals now. Zastrow is excited to see the other proposals.

Vote on Motion: 7 yeas, 0 nays. Motion was approved.”

Staff does support the AS-IS, WHERE-IS, WITH ALL FAULTS lease of this structure. Grant funding for this area is not being pursued currently and there is not a plan by the City to pursue grant funding for this area in the near future. It is the responsibility of the applicants to do their due diligence and inspect the structure before entering into a lease/purchase of any lot or structure.

Applicable Code:

7.40.060 - Methods of disposal.

E. A request for proposals to lease or purchase city real property shall specify the criteria upon which proposals will be evaluated and the minimum rent or purchase price. All proposals submitted in response to a request for proposals shall be reviewed by the planning commission, which shall make a recommendation to the city council to accept or decline any or all of the proposals. The city council shall review the proposals and the planning commission's recommendation and accept or decline any of the proposals.

7.40.090 - Disposal by lease.

In addition to the other requirements in this chapter, a lease of city real property shall conform to the following requirements:

A. The lease may not be assigned without the approval of the city, which may be granted at the sole discretion of the city council.

B. The term of the lease may not exceed thirty years, including renewals, unless the city council approves a longer term upon finding that the longer term will be beneficial to the city or the citizens of Cordova in light of the purpose of the lease, the use of the premises and the nature of any improvements to be constructed thereon.

C. A lease having a term longer than two years may be subject to a rental adjustment at intervals no less frequent than every two years, but no such adjustment shall cause a reduction in the rent under the lease.

D. A lease may grant the lessee one or more options to renew, provided that:

1. The term, including all available renewal terms, does not exceed the term permitted under subsection (B); and

2. Upon each renewal, the lease shall be subject to all provisions of this code in effect at the time of the renewal.

7.40.110 - Valuation—Consideration.

Prior to the disposal of any interest in city real property, the city will determine the fair market value of the interest by using a qualified appraisal, tax assessment values, comparable property values or any other method the city determines, in its sole discretion, calculates the fair market value of the interest.

A. Where the disposal is by lease at fair market value, the minimum annual rent shall be the fair market value as determined by the city.

B. Where the disposal is by sale or other disposition at fair market value, the minimum purchase price

shall be the fair market value of the city's interest.

C. Where the disposal is to accommodate a structure that encroaches on city property or fails to conform to code requirements in [Title 18](#), the purchase price of the property shall be three times the property's fair market value, which value is determined by the city according to this section.

D. Where the disposal is for less than fair market value, the city council will determine the rent, purchase price or other consideration owed to the city for the property interest.

VI. LEGAL ISSUES:

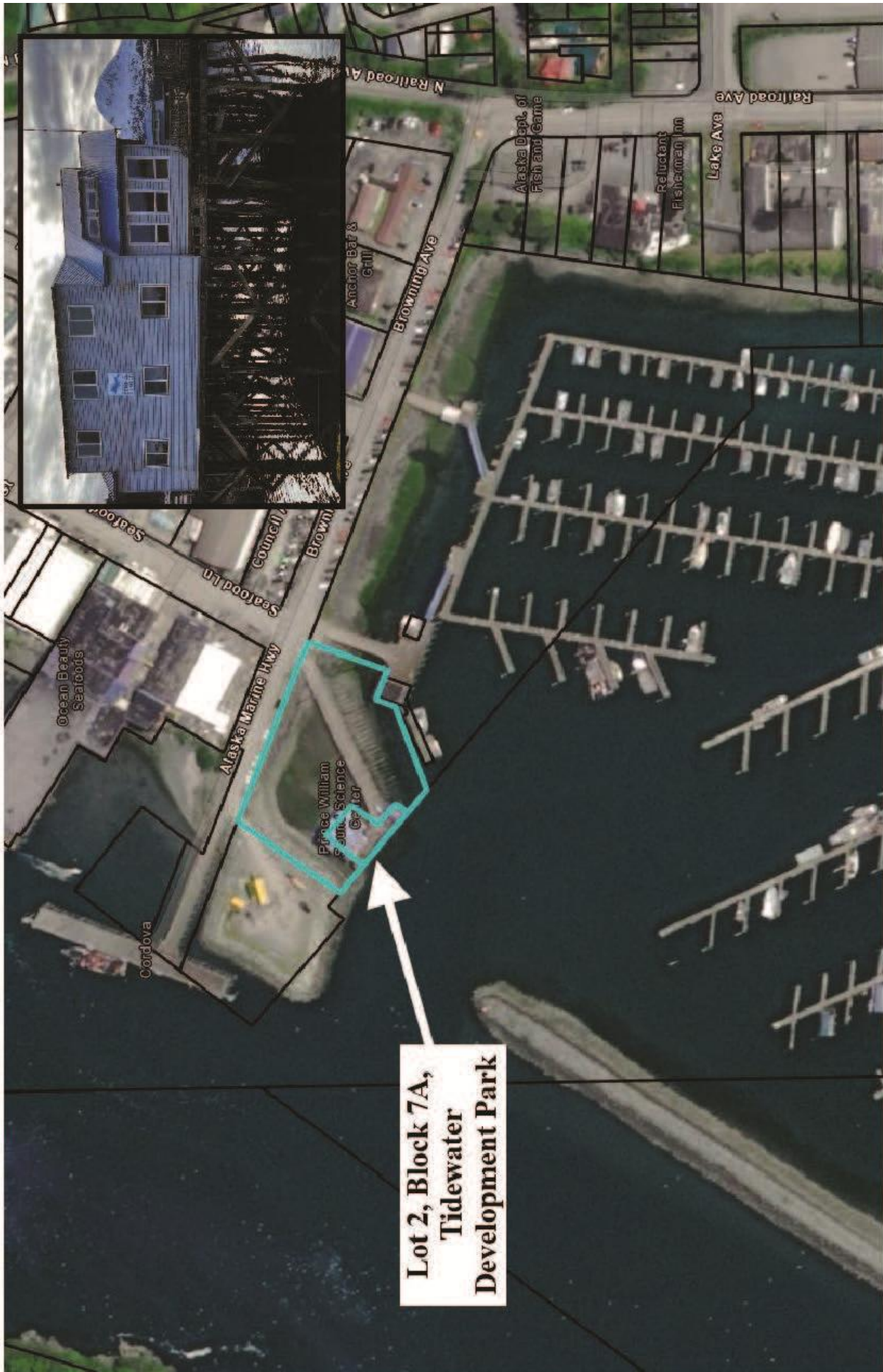
Legal review of a lease / sale agreement would be required prior to the Council acting on a lease / sale.

VII. SUMMARY AND ALTERNATIVES:

The Harbor Commission may make a motion to recommend or not recommend disposal of the property to either applicant.

VII. ATTACHMENTS:

- 1) Areal View of Location
- 2) Plat of the Tidewater Development Park
- 3) The Proposal of Serenity Adventure Lodge, LLC



Proposal for Purchase and Development of Lot 2, Block 7A, Tidewater Development Park

Submitted to: City of Cordova, Alaska

**Submitted by: Serenity Adventure Charters, in Partnership with Serenity Seafoods and
Jones Properties LLC**

Introduction

Serenity Adventure Charters, in partnership with Serenity Seafoods and Jones Properties LLC, submits this proposal in response to the City of Cordova's Request for Proposals (RFP LD-25-03) for the purchase and development of Lot 2, Block 7A, Tidewater Development Park. We propose to purchase the property for \$135,100, comprising \$132,600 for the land value (per the tax roll) and \$2,500 for the improvement value (per the RFP). Our plan is to develop the "Serenity Adventure Lodge, LLC", a premier eco-tourism destination with crew housing and a commercial kitchen to serve lodge guests, and integrate a fish processing facility operated for lodge guests and benefitting our Serenity Seafoods product line, utilizing a private unloading crane and retrofitted 40-foot connex situated on the pier. Our development includes retaining and upgrading the existing structure, saving the City significant demolition costs. Piling cross-brace and support additions will ensure structural integrity, with fill and private charter dock projects to follow at a later date. A conceptual image of the proposed facility is included to illustrate our vision (see Appendix A).

Partnership Overview

Serenity Adventure Charters

- Serenity Adventure Charters (www.alaskadeerhunt.com) is becoming a well known and leading provider of DIY Hunter transport, guided waterfowl hunting, guided fishing, and eco-tourism adventures in Alaska, renowned for its commitment to high success rates and exceptional authentic guest experiences. Our track record demonstrates our ability to attract more than 100 high-ticket clients to Cordova annually through participation in prestigious sportsman clubs and trade shows, including the Safari Club International Convention, Western Hunting Conservation Expo, Wild Sheep Show, and the Great American Outdoor Show. This effort generates substantial tourism revenue each year, showcasing our ability to attract affluent visitors. This expertise and existing market share allows us to significantly increase traffic to the potential Serenity Adventure Lodge, directly benefiting local businesses and enhancing Cordova's tourism economy.

Serenity Seafoods

Serenity Seafoods (www.serenityseafoods.com) specializes in sustainable seafood harvesting, processing, and marketing - delivering high-quality Alaskan seafood directly to wholesale and retail customers in both local and global markets. We have a strong track record, already direct-marketing over 2,000 pounds of fish in 2025. We have tremendous room for growth. Having our

own facility in the future will allow us to greater serve our customers, and meet the needs of the lodge guests. Our products serve a diverse range of retail and wholesale customers throughout the country. This established expertise ensures that the retrofitted connex processing facility will meet all DEC and HACCP standards, effectively catering to both lodge guests and commercial markets with reliable, high-quality seafood products.

Jones Properties LLC

Jones Properties LLC proudly showcases local knowledge and expertise in the reconstructing and rejuvenating aging structures in Cordova. Our professional portfolio boasts a series of recent, high-profile successful projects: the 2022 "Smith Towers" transformation in Cordova—a remarkable overhaul of a decaying 3,500-square-foot, 100+ year-old concrete structure, once on the brink of demolition, now a buzzing commercial rental space leased to an innovative startup microbrewery. Featuring exquisitely updated interior finishes, the project utilized all local hire and fully licensed contractors to bring the building up to stringent commercial code with ADA accessibility, fortified foundations, and state-of-the-art heating, plumbing, and electrical systems. Astonishingly, this metamorphosis was accomplished in a mere 5 months, and astonishingly, it cost approximately 820,000 less than previous owners estimates—restoring a vital asset to the community's main street district.

In another exemplary endeavor, our 2017-2021 triplex project in Cordova epitomizes dedication and collaboration. Over several years, we partnered with the former owner as the property managers and synergized with local contractors to restore a significantly aged and expansive single-family home into three contemporary rental units. The process culminated in our acquisition of the property in 2021, where further renovations elevated the property's allure. This monumental undertaking addressed the growing demand for quality median income housing rental options within our community.

Our latest and most ambitious venture to date is the "Gingerbread House" resurrection in Cordova, a historic 8,500-square-foot multifamily property currently set under contract for purchase by July 30th 2025. Remediation and restoration are slated to commence this fall, with anticipation of reopening the landmark for long-term community rental housing by late 2027. These renowned projects underscore not only our unwavering commitment to fostering a better community, but also our extraordinary capacity to tackle substantial challenges, laying a firm foundation for the potential Serenity Adventure Lodge project.

Why We Are the Ideal Partners

Our partnership is uniquely positioned to deliver this project due to:

- **Long-Standing Local Knowledge:** Our deep understanding of Cordova's community, environment, and economic landscape ensures a development that aligns with local priorities.
- **Experience with Aging Structures:** Jones Properties LLC's experience renovating aging infrastructure guarantees the successful re-purposing of the existing structure, minimizing costs and environmental impact.

- **Global Trade Show Presence:** Serenity Adventure Charters' established branding and placements at exclusive hunting and fishing trade shows provide unmatched marketing reach, attracting high-value clients to Cordova.
- **Established Branding and Revenue:** Our proven brands and steady revenue streams ensure financial stability and the ability to deliver a high-quality project on time and within budget.

Understanding of Cordova's Community and Stakeholder Partnerships

We demonstrate a profound understanding of Cordova's community through our almost two decade presence in business here, and three decades of living here. Our partnerships with other local businesses ensure the economic impact of this project will be far reaching and benefit multiple local businesses. These partnerships ensure the project reflects Cordova's values of resilience, resourcefulness, outdoor recreation, and economic vitality.

Proposed Development: Serenity Adventure Lodge and Fish Processing Facility

Project Vision

The Serenity Adventure Lodge will be a modern, eco-friendly destination offering accommodations, guided fishing trips, guided waterfowl hunts, and self guided hunting and fishing experiences for tourists seeking authentic Alaskan adventures. The lodge will include crew housing for up to 4 employees and a commercial kitchen to serve employees and lodge guests, enhancing local employment and guest experiences. The Serenity Seafoods processing facility, located in a 40-foot connex retrofitted for DEC and HACCP-approved use and located on the existing pier, will handle catches from lodge guests and our families commercial fishing operations. By retaining and upgrading the existing structure, we will save the City substantial demolition and remediation costs, while piling cross-brace and support additions ensure structural integrity. Back Fill, Grid removal, and installation of a private dock project will follow at a later date to further enhance the property's functionality for our mission.

Development Details

- **Lodge Features:** 9 guest rooms, multiple guest bathrooms and showers, heating systems optimized for Alaska's climate, and scenic views of the waterfront, crew housing for up to 4 seasonal employees in 2 bunkrooms with crew bathroom/shower, a commercial kitchen to prepare meals for lodge guests featuring local cuisine using sustainably sourced ingredients, a dining area with seating for up to 15, a lounge with a gas fireplace and cultural exhibits, and an activity hub for purchasing frozen seafood, booking fishing, hunting, and eco-tours. The lodge will utilize the renovated existing structure, incorporating sustainable materials and energy-efficient systems.
- **Processing Facility:** A 40-foot connex, with a roof and siding to be aesthetically pleasing, retrofitted to meet DEC and HACCP standards for fish processing, packaging, and storage,

situated on the pier. The facility will have a capacity to process up to 20,000 pounds of seafood annually, serving lodge guests and commercial markets.

- **Infrastructure Improvements:**

- **Piling Upgrades:** Install cross-braces and additional piling supports to ensure structural integrity for the lodge and pier.
- **Repair existing structure:** Repair the roof leaks, and existing structure and dock as needed, restore heating systems and remodel for specified use as an adventure lodge.
- **Fill Area (Future Phase):** Fill the area behind the existing structure to stabilize the site and expand usable space.
- **Private Dock (Future Phase):** Dredge the grid to create a private dock for our charter and fishing vessels, enhancing guest access and operational efficiency, with the connex processing facility integrated into the pier layout.

- **Location Advantage:** The lot's waterfront proximity supports seamless integration of tourism and seafood operations, leveraging and benefiting Cordova's infrastructure.

Conceptual Images

A conceptual rendering of the proposed Serenity Adventure Lodge and processing facility is included in the project documentation. Based on the RFP's as-built drawings and site photographs, the images depict a renovated existing structure with a modern, friendly lodge facade, featuring the large windows to highlight Cordova's coastal views. The design includes 9-10 guest rooms, a compact wing for crew housing accommodating up to 6 employees in 2 rooms, and a commercial kitchen for serving lodge guests. A 40-foot connex, retrofitted for HACCP-approved fish processing, is situated on the pier, with siding matching the color of the existing structure and will include a pitched roof framed over the connex, with clear signage for Serenity Adventure Lodge and Serenity Seafoods. The structure is reinforced with piling cross-braces and supports, with the filled area and private dock planned for future phases. The design reflects the functional layout, harmonizing with the Tidewater Development Park's aesthetic and environmental context.

Why a sale and not a lease

By pursuing a sale of the property instead of a lease it allows this project to be feasible. Paying the RFPs asking lease price with all the improvements needed it just is not feasible. Only with a purchase can this project be realistic. We understand council may not be willing to sell this section of land, so one possible alternative we might be willing to consider in negotiation with the city would be to purchase the improvements in conjunction with a long term - multiple year lease with multiple subsequent options of renewal for the tidelands, much like what has been done in the past for other entities who own improvements on city tideland. (ie Forrest service, Trident Seafood). This alternative would prohibit the feasibility of back fill and grid removal investment but allow for us to complete the majority of the project and operate the lodge and processing facility.

0.1 Cost Savings and Benefits for the City

With upgrading the existing structure, we eliminate the need for costly demolition, potentially saving the City anywhere from three to five million dollars. In addition to saving millions for the city, our proposal offers to pay the city money for infrastructure they have left sitting vacant, collecting no revenue from, and would otherwise tear down. Our project will generate millions in property tax, sales tax, and bed tax revenue for the city over the life of the project. Our proposed piling and building upgrades will be privately funded and managed to eliminate any future city resource demands, with the private fill and dock projects deferred to future phases to further reduce immediate costs.

Timeline

- **Phase 1 (2025-2026):** Renovation of the existing structure for the lodge, including interior updates, commercial kitchen installation, and installation of piling cross-braces and supports.
- **Phase 2 (2027):** Retrofitting of the 40-foot connex for HACCP-approved fish processing, placement on the pier, and completion of lodge setup, with grand opening by June 2027.
- **Phase 3 (Post-2032):** Future development of fill operations and the private charter dock construction.

Economic and Community Benefits

- **Job Creation:** Our project will create approximately 2 full-time and 6-8 seasonal jobs, excluding owners, including lodge staff, cooks, wait/prep staff, 3-6 guides (fishing, hunting, deckhands, eco-tours), and 2 fish processing workers (fish cleaners/packers) for the connex facility. These positions will offer competitive wages starting at \$18/hour, with benefits such as paid training and flexible scheduling, fostering long-term employment stability.
- **Support for Local Businesses:** The lodge will locally source 70% of its food supplies, including the seafood from Serenity Seafoods, injecting an estimated \$40,000 annually into the local economy. Additionally, partnerships with local outfitters for guided tours and collaborations with the Cordova Chamber of Commerce for marketing will drive traffic to small businesses, increasing their revenue by an estimated 15% during peak seasons.
- **Environmental Stewardship:** Our plan minimizes environmental impact by re-purposing the existing structure and using a compact, efficient connex for processing.

Financial Proposal

We propose to purchase Lot 2, Block 7A for \$135,100, comprising \$132,600 for the land value (per the tax roll) and \$2,500 for the improvement value (per the RFP). The total project cost for Phases 1 and 2, including land acquisition, piling upgrades, lodge renovations with commercial kitchen installation, and connex retrofitting, is estimated at \$485,100, funded through private investment. The renovations and connex facility are estimated at approximately \$350,000, with the

fill and private dock projects in Phase 3 expected to cost millions. This development will generate substantial tax revenue for the City of Cordova, which is critically in need of new revenue sources to address budgetary constraints. Specifically:

- **Increased Property Tax Revenue:** The completed lodge and processing facility will increase the property's assessed value to an estimated \$600,000, currently the property is city owned and generates 0 tax revenue, our proposal estimates generating approximately \$6,600 annually in additional property tax revenue based on Cordova's current mill rate of 11, a new income stream for the city.
- **Increased Sales Tax Revenue:** The lodge's operations, including guest spending on accommodations, dining, souvenirs, and tours, are projected to generate \$100,000 annually in sales and bed tax revenue by year 3, providing a significant boost to municipal funds.
- **Long-Term Financial Benefits:** By avoiding demolition (saving \$3-5,000,000) and deferring fill/dock costs, the City will reduce immediate infrastructure expenses. Generating new tax revenues are essential for Cordova, which faces declining traditional revenue sources and increasing demands for public services.

Our partnership's established revenue streams and financial stability ensure project feasibility.

Business Plan

Funding Sources

- **Private Investment:** We plan to utilize a 1031 Exchange from sale of existing real and business property to fund this endeavor. Additionally, we plan on over time utilizing existing cash flow for projects from profits in tourism, rentals, and seafood company sales.

Financial Projections

- **Year 1 (2027):** Revenue of \$650,000 from lodge and charter bookings (50% occupancy) and connex processing (10,000 lbs net processed fish sold at an average \$35/lb), with expenses of \$350,000 (staff, utilities, maintenance), yielding a net profit of \$300,000.
- **Year 3 (2029):** Revenue increases to \$850,000 with 60% occupancy and (15,000 lbs net processed fish sold at an average \$35/lb), expenses rise to \$450,000, netting \$400,000.
- **Year 5 (2032):** Revenue reaches \$1,200,000 with full capacity (20,000 lbs net processed fish sold at an average \$35/lb), expenses stabilize at \$600,000, netting \$600,000 annually. Cumulative profit by 2030 is projected at \$2,000,000, supporting the additional Phase 3 investments.

Alignment with City Goals

This proposal aligns with the City of Cordova's objectives as outlined in the RFP:

- **Economic Development:** The lodge with commercial kitchen, crew housing, and connex processing facility will diversify Cordova's economy through tourism and direct to consumer seafood industries. For instance, the lodge will generate revenue by attracting hundreds of new visitors annually, boosting local spending by an estimated \$500,000 yearly in accommodations, dining, discretionary spending, and guided tours. The processing facility will help fill growing export market share for Cordova's seafood, targeting Domestic wholesale markets with an initial output of 10,000 net processed pounds annually, potentially adding \$350,000 to the local economy. Crucially, this development will provide much-needed new tax revenue, with an estimated \$106,600 annually by year 3 from property, bed, and sales taxes, addressing the city's urgent need for diversified revenue sources amid fiscal challenges.
- **Sustainability:** Our project incorporates eco-friendly practices, such as cleaning up the contaminated Grid soil, repairing an existing structure with efforts to leave the area undisturbed, using reclaimed materials when practicable for lodge renovations. The processing connex's compact design minimizes land disturbance, aligning with Cordova's goal to reduce environmental impact while supporting economic activity. Our fish processing facility will be a zero waste offal facility, utilizing the generated fish heads, scraps, and guts for our charter fleets "chum" bait.
- **Alignment with Comprehensive Plan:** Our project aligns with strategies outlined in the Cordova Comprehensive Plan, particularly in tourism, housing, public spaces, and business development. For tourism, the lodge will foster the tourism economy by attracting the right kind of traveler - small group recreation, not large scale cruise tourism. For housing, the crew housing for up to 4 employees addresses workforce shortages by providing affordable, on-site accommodations, supporting the Plan's goal to increase workforce housing capacity. For public spaces, the lodge's waterfront location will enhance community recreation, aligning with the Plan's emphasis on accessible waterfront areas. For business development, the integration of the lodge and processing facility fosters entrepreneurship by creating a tourism-seafood hub, supporting the Plan's objective to diversify commercial activity.

Community Impact

- **Improved Quality of Life:** The project enhances Cordova residents' quality of life by addressing both peak season and shoulder season needs for economic activity. Through crew housing for 4 employees, offering affordable, safe accommodations with utilities included, reduces housing pressure in the local market. The planned dock in Phase 3 will provide a new recreational access space for fishing and boating, accessible to visiting recreational boaters who patronize the lodge at no cost, fostering community and economic engagement. Additionally, the lodge's commercial kitchen will source local fish direct from fishermen, and when available produce from local growers.
- **Architectural Enhancement:** The project enhances the architectural character of Cordova by preserving the existing structure's original siding, a nod to the community's industrial heritage, while integrating modern elements like large windows and natural wood accents

that complement the coastal aesthetic. The pitched roof and vinyl siding over the connex, matching the original structure's color, blends functionality with visual appeal, reinforcing the Tidewater Development Park's maritime identity.

• 0.2 Compliance with CMC 7.40 Land Disposal

The project aligns with CMC 7.40, which governs the disposal of city-owned property. The proposal includes a purchase offer of \$135,100, reflecting the land value (\$132,600) and improvement value (\$2,500) as per the tax roll and LD-RFP-25-03. The plan to retain and upgrade the existing structure eliminates demolition costs, providing financial benefit to the City, consistent with the ordinance's intent to ensure economic viability. The alternative consideration of a long-term lease with renewal options for tidelands, similar to past arrangements (e.g., Forest Service, Trident Seafood), further demonstrates flexibility in meeting disposal criteria.

0.3 Compliance with CMC Title 18 Zoning

The development adheres to CMC Title 18 zoning regulations for the Tidewater Development Park district, which supports mixed-use developments including tourism and commercial activities. Key compliance points include:

- **Setback Requirements:** The renovated structure and new 40-foot connex processing facility maintain required setbacks from property lines, ensuring no encroachment on adjacent lots, as verified in the site development plan.
- **Height Limit/Stories:** The lodge and connex are designed to comply with the district's height limit of 35 feet based on typical commercial zoning, with the lodge limited to a two story structure and the connex as a ground-level structure.
- **Parking:** The plan includes parking for 15 vehicles, meeting the zoning code's requirement of one space per guest room (9 rooms) plus additional spaces for staff and visitors, with accessible parking compliant with ADA standards.
- **Access to Lot:** Access is provided via the existing pier and road infrastructure, with a planned private dock (Phase 3) enhancing charter vessel access, aligning with zoning provisions for waterfront utilization.
- **Zoning District Requirements:** The mixed-use designation allows for eco-tourism lodging, crew housing, and a fish processing facility, all of which are supported by the lodge's design and the connex's HACCP-approved retrofitting.

0.4 Site Development Plan

The site development plan integrates the existing structure with proposed improvements, ensuring compliance with all zoning requirements. Key features include:

- **Building Type:** Renovated lodge with 9 guest rooms, crew housing for 4, commercial kitchen, and a retrofitted 40-foot connex for fish processing.

- **Layout:** The connex is positioned on the pier, with piling cross-braces and supports reinforcing the structure. The filled area (future phase) will stabilize the site without violating setbacks.
- **Utilities and Infrastructure:** Updated heating, plumbing, and electrical systems, with private funding for piling upgrades, reducing city resource demands.

This development enhances Cordova's tourism economy while meeting all regulatory standards.

Conclusion

Serenity Adventure Charters, Serenity Seafoods, and Jones Properties LLC are the ideal partners to transform Lot 2, Block 7A into a cornerstone of Cordova's economy. Our local expertise, experience with aging structures, global marketing reach, and financial stability, combined with a clear vision illustrated in our conceptual rendering, ensure a successful project that delivers economic, environmental, cultural, and community benefits. We respectfully request the City of Cordova's approval to proceed with this transformative development.

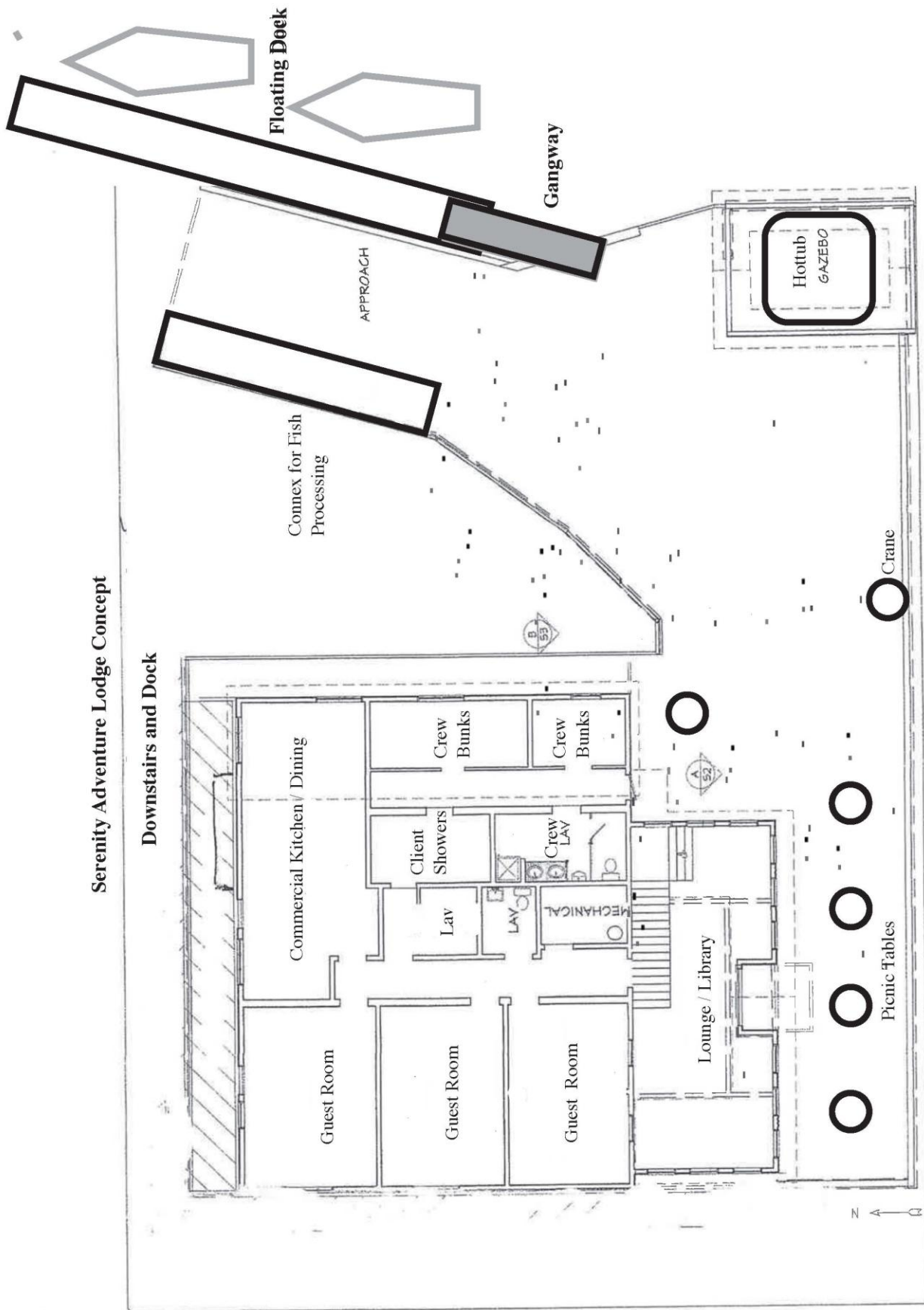
Contact Information

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- **Partner:** Jones Properties LLC
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Appendix A: Conceptual Images

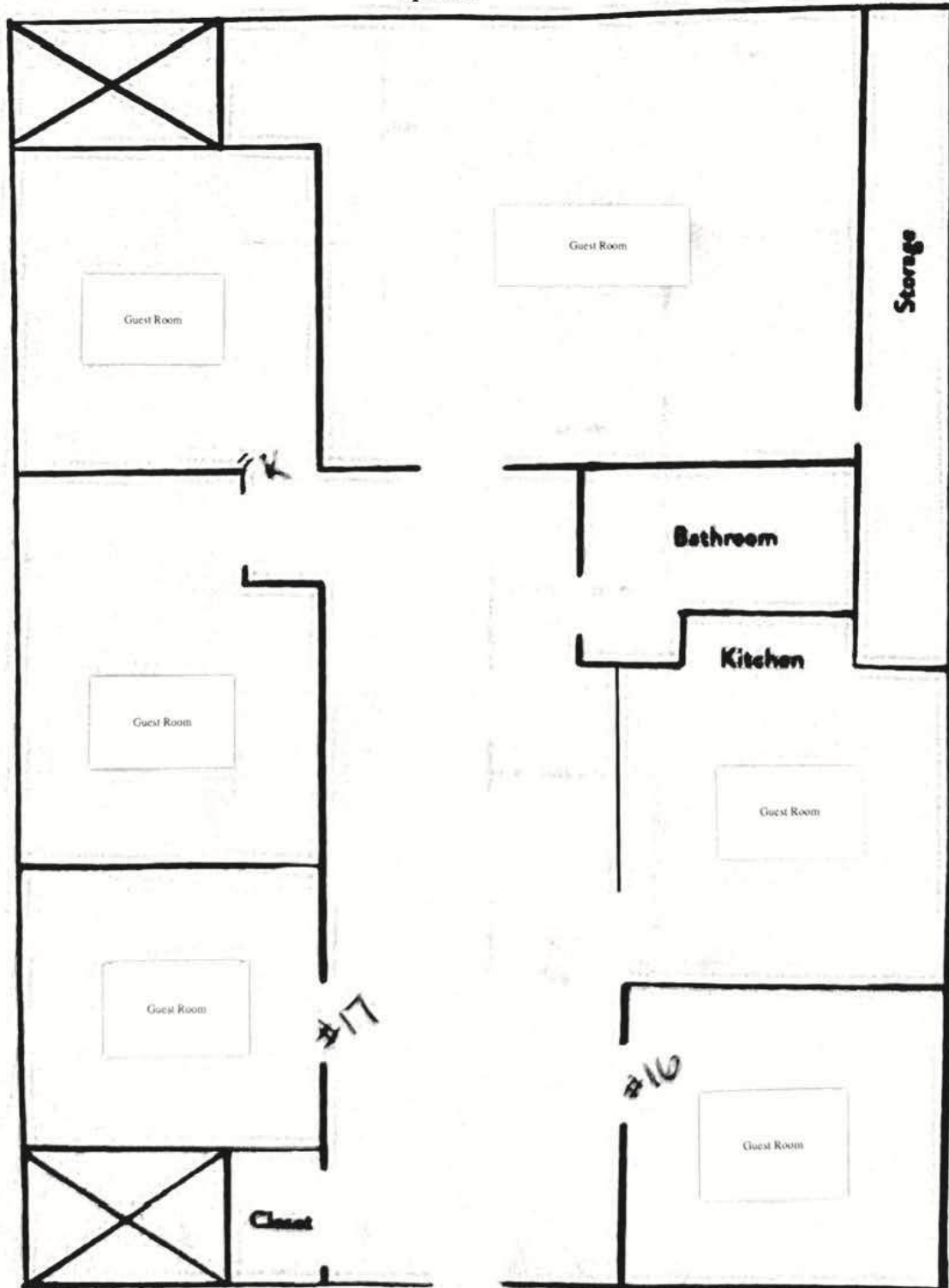
Serenity Adventure Lodge Concept

Downstairs and Dock



Serenity Adventure Lodge Concept

Upstairs



#10
Upstairs