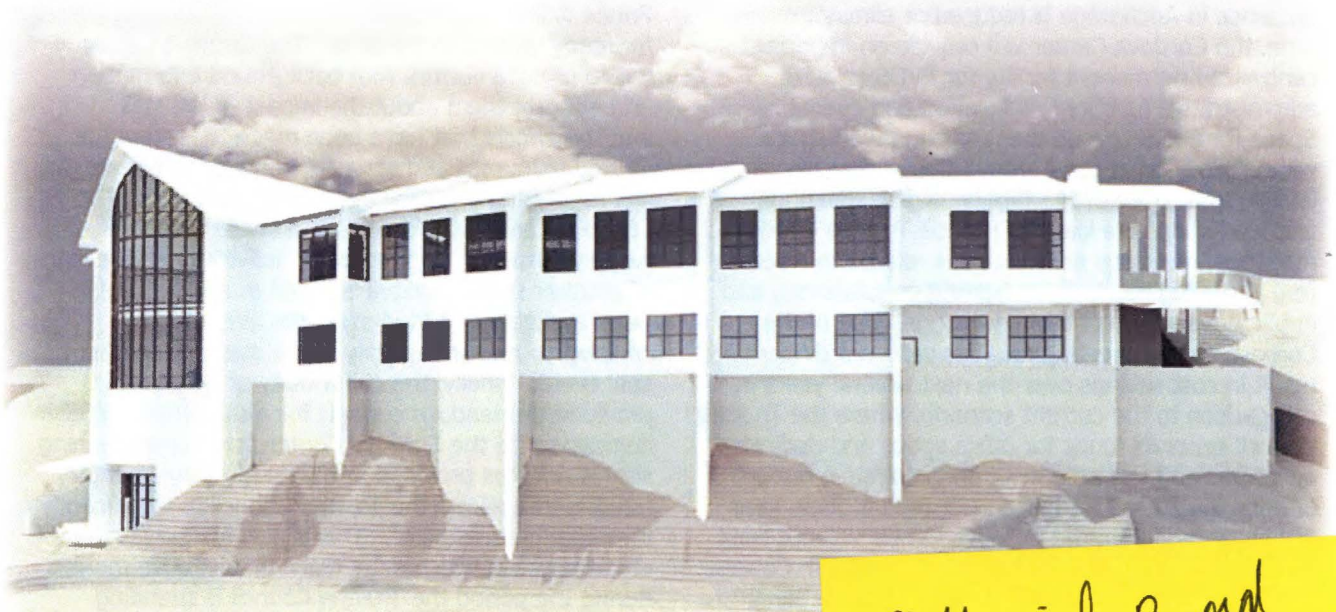


24.04.01

# CORDOVA CENTER PROJECT

Community Inspired Development



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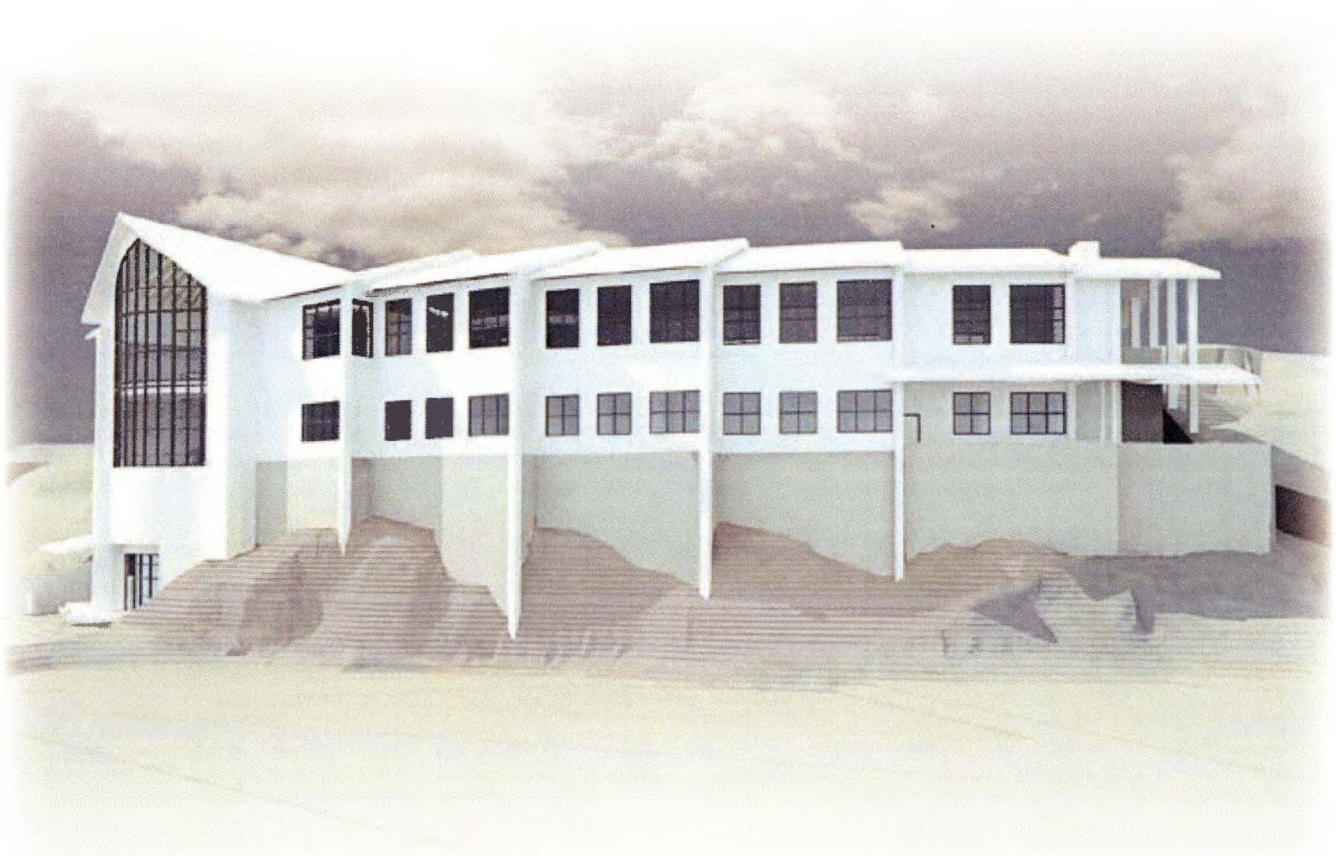


The Cordova Center Project  
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24.04.01

# CORDOVA CENTER PROJECT

Community Inspired Development



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## Executive Summary

As a critical part of the legacy of the Exxon Valdez Oil Spill (EVOS), a need exists for a facility that will serve several important EVOS administrative functions as the current Exxon Valdez Oil Spill Trustee Council (Trustee Council) office in Anchorage is phased out. These include: a conference center (including multi-media capabilities) for EVOS-related meetings, workshops, scientific conferences, and oil spill response training; a public education facility, including a museum and library to contain materials and permanent exhibits about EVOS and its impacts to resources and services as well as their recovery and status; and an information center that will provide information about the past and ongoing restoration work conducted by the Trustee Council.

The Trustee Council is in the process of examining options to wind down and reduce its administrative framework given the limited remaining funds. As the Trustee Council completes this process and its presence in Anchorage is reduced or eliminated over time, the Cordova Center will provide an important centralized permanent facility for EVOS-related administrative functions, education and events. Space for EVOS-related meetings and workshops will be provided at the Cordova Center free of charge for the life of the facility. These meetings and workshops are likely to include Trustee Council meetings, meetings or workshops related to research (e.g., ongoing research on herring populations), and Public Advisory Committee meetings. Use of the Cordova Center meeting facilities will accordingly result in cost savings over the next several years in comparison to the current scenario, where the Trustee Council expends funds for office space and dedicated personnel and has an annual administrative budget of approximately \$1.8 million (for federal fiscal year 2011). In addition, the Cordova Center will not seek any operating costs from the Trustee Council: Council provided funds will go only towards construction and the City will be responsible for all ongoing costs.

There are several potential locations for a facility that will provide administrative services into the future, but the Cordova Center offers a unique opportunity to combine administrative services – and reduce long-term administrative costs – with an educational facility that will provide resources about EVOS. While Anchorage appears to be a practical choice, it already has several decentralized resources that, as part of their mission, provide information about EVOS, such as the Alaska Resources

Library and Information Services (ARLIS) research library. Moreover, Anchorage is not within the spill area. Seward is home to the Alaska SeaLife Center, which already contains some resources about the spill. Kodiak does not tend to draw visitors who are interested in learning about the spill, and Valdez has not expressed interest in housing such a facility.

Of the potential locations, after the Trustee Council significantly reduces its administrative presence in Anchorage a facility located in Cordova would represent the most efficient use of administrative funds, as well as have the highest impact and most significant benefits to the community and to visitors for educational purposes. The proposed Cordova Center is located in the spill area and Cordova is a frequent destination for those desiring to know more about the spill. Cordova was ground zero for impacts of the spill, with severe effects on the fishing and tourism industries. Cordova is also the gateway to Western Prince William Sound and serves as the starting point for many visitors to the area. The Cordova Center would provide visitors with background information and educate them about the impact of the spill and the efforts that have been made to restore the injured resources and services, some of which are still recovering from the impacts of the EVOS. The Cordova Center would provide a space for spill response training and response activities in the event of another spill. Cordova is home to a large fishing fleet, available and in many cases already under contract to respond quickly in the event of another spill event. Finally, the community of Cordova has provided tremendous support for a significant EVOS component to the Cordova Center during the planning stages and has provided or obtained complementary funding that allows the Trustee Council to significantly leverage its investment. This allows for the most efficient use of Trustee Council administrative monies during the period the Trustee Council is spending the remaining limited funds on restoration efforts.

In addition, there are other facilities in Cordova that make the community a logical choice for an EVOS-related facility to house many of the administrative services currently based in Anchorage, since they create synergy and the community is already focused on research and recovery related to EVOS and the Prince William Sound ecosystem. For example, the Prince William Sound Science Center conducts scientific research and education programs related to the ecosystem of the Sound and the Trustee



Council funds the work of several researchers at the Science Center. The Trustee Council currently funds a significant amount of research related to the decline in the herring population, and while annual meetings of these researchers are currently held in Anchorage, Cordova was the original location of choice but lacked suitable meeting facilities. The Cordova Center would provide a local venue for these meetings allowing those most impacted by the injured resource to participate. Cordova also has an all weather airport and scheduled jet service which greatly facilitates meetings and conferences.

The Trustee Council is currently considering implementing a long-term monitoring program of marine conditions and will seek partnerships with scientific consortiums or entities, some of which may be located in Cordova. In addition, co-locating the

EVOS-related components with the other multi-use components of the Cordova Center facility, such as the City offices, will provide an economic benefit and project savings. Instead of relying solely on funding from the Trustee Council, the project leverages funding from several other sources to provide a variety of services to the community and to visitors. The Cordova Center is a broadly supported project in the city and EVOS funding support offers an opportunity to help the community find closure from the lingering impacts of the spill by providing a permanent venue for education related to the spill and restoration efforts. Because the project leverages funding and allows continuing administrative functions to be combined with educational services, the Cordova Center represents the most efficient use of the funds required for the administration of the remaining Trustee Council assets.

## Background

The EVOS was a unique pollution event. The spill of approximately 11 million gallons would eventually impact over 9,000 miles of non-contiguous coastline in Alaska, making the spill the largest documented oil spill in U.S. waters prior to the recent spill in the Gulf of Mexico. The sheer size of the spill combined with 70 mile per hour winds and spring tidal fluctuations of nearly 18 feet contributed to magnifying the impact of the spill on the area. Due to the unique and remote area of the spill, the EVOS involved more personnel and equipment over a longer period of time than any other spill in U.S. history. Logistical problems in providing fuel, meals, berthing, response equipment, waste management, and other resources created unusual logistical challenges to response management and contributed to a remarkably lengthy spill and recovery event.

The spill not only occurred in an area of Alaska that was remote and difficult to access for recovery, it also happened to damage habitat that was in a rare, pristine condition and that supported a myriad of species. These species provided for commercial fishing and subsistence use. In addition, these species, many of which were impacted by the spill, and the pristine habitat drew local, national and international recreational visitors. This impact was magnified because the spill occurred in the spring which was also the beginning of the tourism season and thus the impact on both tourism and the general public's perception of the degradation of the area was widespread and long-lasting.

The EVOS had unusual and unique impacts on habitat, species, the economy, and the culture of an area of a magnitude and diversity that the United States had not experienced before and has not seen since. The convergence of factors, from the length of response to the unusually pristine area affected, created an unusual pollution event that has called for the consideration of equally rare and unique remediation activities.

These remediation activities include protecting the sensitive habitats affected by the spill from further degradation. Through the purchase of these land-based habitats, the Trustee Council has assured the protection of restoration processes on sensitive lands that provide habitat to species damaged by the spill.

However, the spill occurred within and has continued to impact the most dynamic and fragile of environments: the ocean's intertidal areas. The Prince William Sound and Gulf of Alaska continue to be affected by the spill and by human activity. The impact of human activities on these marine-based ecosystems can inflict critical impacts on restoration processes in the area: for example, additional pollution in the marine habitats affected by the spill would greatly diminish the possibility for recovery in the spill area.



## Need for a Long-Term EVOS Facility

An enduring facility with significant components devoted to EVOS and the work of the Trustee Council is a critical part of the legacy of the spill and will serve as a tangible, centralized resource to house the administrative services associated with the Trustee Council including education of the public about EVOS. The Cordova Center offers an opportunity to decrease costs during the period the Trustee Council reduces its administrative framework, while also providing a venue to educate the public about EVOS and the work of the Trustee Council.

The EVOS was a significant environmental event in our nation's history. Over the last twenty years the Trustee Council has devoted hundreds of millions of dollars to addressing the impacts of that spill. Moreover, there are long-term and continuing impacts of the spill, such as the lingering oil that remains in parts of Prince William Sound and the ongoing effects to some resources and services that have not yet recovered. A facility in the spill area dedicated to educating the public (both residents that live in the spill area as well as national and international visitors) would serve as a significant resource about the enormous volume of research and restoration conducted by the Trustee Council. This education would also provide information about the ongoing work of the Trustee Council and how the public can avoid interfering with restoration activities while exploring the spill area.

The facility will serve an important role as a location for collaboration of marine scientists as well as for oil spill response training activities and actual spill response activities in the event of another spill. There currently is no dedicated space with lab and meeting facilities where marine scientists working on EVOS-related research can gather to collaborate and coordinate research and share results on a regular basis. For example, while the current space in Anchorage is used for some of these activities, those activities disrupt the day-to-day work of the administrative Trustee Council offices. Moreover, as the Trustee Council reduces costs through reduction of its leased office space

in Anchorage, use of the currently available space will be even further curtailed. A dedicated facility would provide reliable long-term space for meetings of researchers and other EVOS-related gatherings such as Public Advisory Committee meetings, as well as Trustee Council meetings. The facility would also provide long-term dedicated space for oil spill response training, which occurs on a frequent basis and is vital to help prepare the region to respond in the event of another spill, so as to prevent further degradation of the injured resources and their habitat. And, in the unfortunate event of another spill, the facility would provide the space for an oil spill response emergency and communications center.

As the Trustee Council makes plans to wind down its administrative structure and associated presence in Anchorage, a location for continued administrative services, including providing information about the injured resources and services and related restoration, will become more important to preserving the knowledge gained by the vast amounts of research funded by the Trustee Council. Along with preserving and centralizing this knowledge, it will be equally important to make this knowledge available to the general public. The need for education about the effects of the spill is especially important given the recent spill in the Gulf of Mexico. This unfortunate event and the subsequent large number of inquiries to the Trustee Council demonstrate such a major spill is still possible and that educating the public about oil spills and related impacts is a critical component of the EVOS legacy. The Trustee Council has spent vast resources studying the impacts of the spill on resources and services and on restoration: a long-term EVOS facility would provide the opportunity to collect and showcase this knowledge; educate the public about this work; and provide a fitting legacy to memorialize this work for educational purposes. Combining these resources with a facility for meetings, conferences, and workshops will allow for the most efficient administration and use of the remaining limited funds.



Drawing of the Cordova Center, street-side elevation.



## Preferred Location of the Facility

While Anchorage contains scattered resources related to the EVOS, there currently is no centralized location anywhere in the State where Alaskans and visitors from outside the State can go to get a comprehensive, detailed overview of the history of the spill and the actions taken by the Trustee Council over the past twenty years. As the Trustee Council winds down and reduces its presence in Anchorage, only Cordova is prepared to construct and operate a facility that will be available for administrative functions and be a destination for persons interested in learning more about the oil spill. Moreover, in Anchorage, facilities providing information about the spill do not stand out among the myriad of opportunities provided for visitors. The Cordova Center, with its primary focus on EVOS, will help to center peoples' attention on the spill and the lessons to be learned from it.

Cordova is also a logical choice for such a facility, because of its ongoing nexus to the spill in the minds of the public. This connection is well demonstrated by the recent media coverage of the Gulf of Mexico spill that frequently used Cordova as the face of the EVOS. For example, an article in the New York Times published May 5, 2010 noted that Cordova is "still trying to figure out how to respond to the event that defines it for much of the outside world." See Exhibit M. Because Cordova continues to be defined to a large extent by the EVOS, it is the place where the public can be expected to visit to learn more about the spill.

Cordova is also an optimal location for an EVOS-related facility due to its proximity to ongoing marine research

related to the spill. Perhaps most important are the nearby herring research areas and the concentration of marine scientists and herring researchers in Cordova. Herring are vital to many different species in North Pacific ecosystems, including humans. Prince William Sound herring collapsed in 1993 and have not recovered since that time, with numbers still too low to sustain a commercial fishery. As part of the National Environmental Policy Act update process, the Trustee Council is proposing to fund a significant amount of research into the continued decline of herring in Prince William Sound and to identify and evaluate potential recovery options. Initially the Council held herring meetings in Cordova due to the significant local interest and expertise in this fishery. The meeting locations in Cordova proved to be inadequate, however, and over the past few years the Trustee Council has hosted meetings and workshops in Anchorage with agency, community, and stakeholder representatives as well as herring experts from around the world. Once the Trustee Council's Anchorage offices have been closed down, the Cordova Center would provide sufficient meeting and exhibit space for workshops and meetings free of facility charges, leading to significant cost savings. The Cordova Center will also have the facilities to accommodate larger groups and provide technological and scientific support for these events.

The Cordova Center's Laboratory in the Science and Education Room will be equipped with wet and dry sinks and required storage for scientific equipment that can be utilized to facilitate herring research in the area. The Cordova Center also includes science



Science and Education Room



display areas, which would permit the Trustee Council to increase its public outreach and education regarding herring research and restoration in the Sound after the time when the Trustee Council no longer actively engages in funding such efforts.

In addition to funding additional herring research, the Trustee Council is considering funding long-term monitoring efforts. As with continuing herring research, long-term monitoring will benefit from a facility that can support large meetings and workshops, and significant economic savings will be realized since Trustee Council-related events will not incur facility charges. The new laboratory at the Cordova Center has previously been identified as a location to host the Science Discovery Program, a joint effort sponsored by the Prince William Sound Science Center and the U.S. Forest Service to facilitate the study and monitoring of the Copper River Delta and Prince William Sound. As this type of collaborative effort demonstrates, Cordova serves as an epicenter for research related to the Sound and the resources and services impacted by the EVOS. The Cordova Center would provide a large, top-quality Conference Center and other facilities to increase such activities

and involvement by the scientific community and other stakeholders, in combination with serving as an outstanding public education facility.

Finally, the City of Cordova has demonstrated an enormous amount of support for the Cordova Center and a long-term EVOS facility. The City has been very proactive about obtaining funding for the Cordova Center from a variety of sources and the community has shown widespread enthusiasm and support for the Cordova Center. Many in Cordova view the Cordova Center as a way to finally help bring closure to a community so drastically impacted by the EVOS. As an important side benefit the Center will aid in attracting tourism to Cordova and the Western Prince William Sound region. Tourism is listed as not recovered in the 2010 list of Injured Resources and Services. The City will not require any ongoing operation and maintenance costs for the facility and has committed to maintaining exhibits about EVOS for the life of the facility, estimated at 50-plus years.



Science and Education Room



# Summary of Square Footage Use and Funding

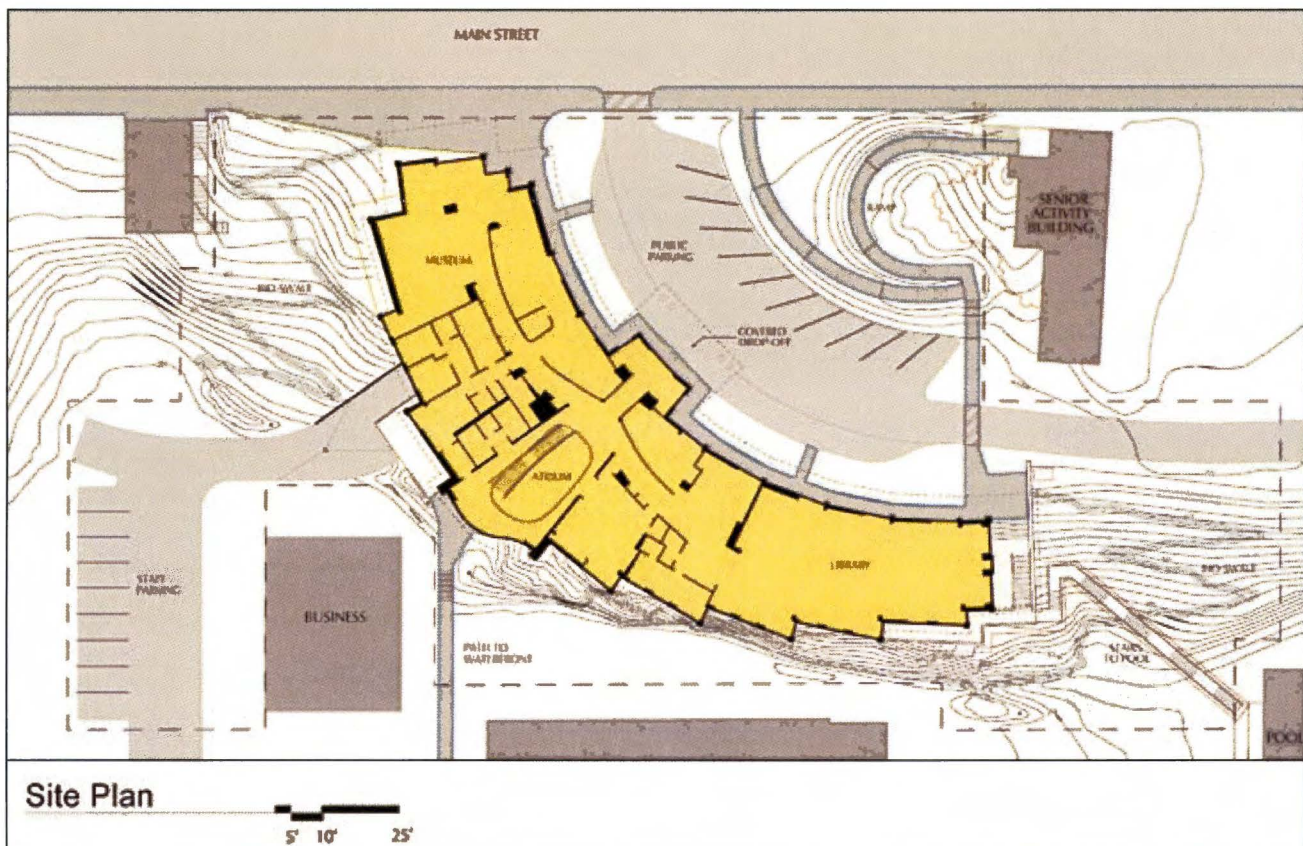
The total square footage of the Cordova Center is 34,858. The sponsors calculate 25,849 square feet of the Cordova Center will be used at least a portion of the time for EVOS-related activities.

The total cost for constructing the Center is \$21.2 million. In 2005, the City passed a resolution committing itself to funding the long-term operation and maintenance costs of the facility. The City of Cordova requested \$7.0 million in funding from the Trustee Council, which was approved at a Council meeting in May 2008. The Cordova Center also recently received two legislative appropriations in the State of Alaska's Capital Budget for a total of \$4.5 million. The Cordova City Council passed a resolution on December 5, 2007 approving \$1.5 million towards construction of the Center, in addition to a contribution of \$450,000 both in in-kind and cash for the project development, purchase of the site, and clearing of the land. This amount will cover the costs of the administrative portion of the facility. In January 2010, the City Council passed a Resolution voicing its continuing support and commitment to the project, resolving

to begin construction in 2010. This resolution stressed that Cordova has been severely affected by the EVOS, and struggling to recover since the spill.

The tables for each component described in this document quantify the area to be used for EVOS related purposes as adjusted for the percentage of time devoted to that use ("Adjusted EVOS Sq. Ft."). The table below summarizes this and the adjusted square footage multiplied by the building cost per square foot ("x Sq. Ft. Cost").

<b>Cordova Center Components</b>	<b>Adjusted EVOS Sq. Ft.</b>	<b>x Sq. Ft. Cost</b>
Museum/Education Component	2,504.46	\$1,652,944
Library Component	1,334.7	\$880,902
Conference and Meeting Component	3,083.86	\$2,035,348
Administrative Offices	0	0
Shared Areas & Building Support	4,311.83	\$2,845,807
<b>Total</b>	<b>11,234.85</b>	<b>\$7,415,001</b>
<b>(Total Building Gross Area 34,858 Sq. Ft.)</b>		



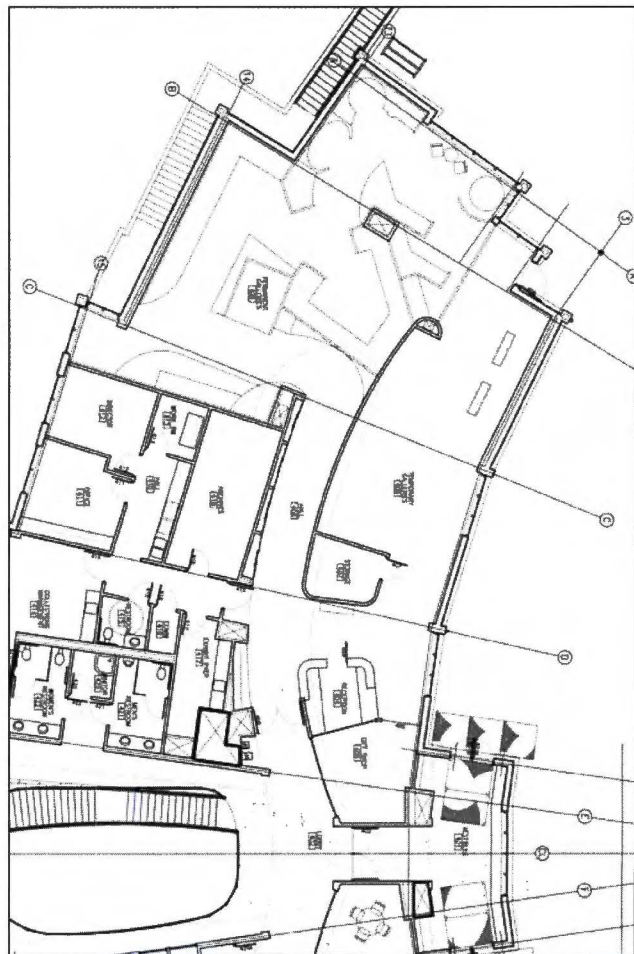


## Museum Component

The museum component of the Cordova Center is comprised of 5,925 square feet, 3,450 square feet of which is set aside to display EVOS-related exhibits. The museum will serve as the cornerstone of the Cordova Center and will provide permanent displays about EVOS and the ongoing impacts of the spill, providing a visual explanation of the spill and the history of the restoration as well as of injured resources and services. The new museum is triple the size of the current museum, which is a popular venue for visitors wanting to learn more about the spill. The museum display and exhibit space set aside for the EVOS will be permanent and remain for the life of the building (estimated at 50+ years).

As set forth above, Cordova is intrinsically associated with the EVOS and it is the location visitors seek out when they want to hear and see more about the EVOS. The EVOS is the most consistently discussed topic of guests visiting the existing museum. Currently the only information about the EVOS on exhibit is a photo album and oiled sediment samples from the beaches of Prince William Sound. A recent visitor survey conducted by the American Association of State and Local Historic Societies in conjunction with the Cordova Museum demonstrated that over 50% of visitors to the existing Museum wish to know more about the EVOS and are not satisfied with the current exhibit on EVOS. This is anticipated to increase as a result of a new interest in this topic created by the Gulf spill. The new museum will provide this additional information in exhibits specifically designed to provide detailed information about the spill, and hands-on exhibits.

Museum staff have been working with Exhibit Services and the Alaska State Museum in Juneau, and have completed the creation of an exhibit plan which will be able to respond to visitor inquiries regarding the EVOS and the Sound region. The exhibit plan is attached as Exhibit G and a museum narrative is attached as Exhibit H. The Museum serves a variety of EVOS-related goals such as public outreach and education, including lost human services and tourism. The Cordova Center Museum furthers this effort by creating a lasting multi-media and fully staffed institution that develops the history and effects of the EVOS in a comprehensive manner. The Museum will inform visitors about the state of the spill area and the recovery of injured resources and services, clarifying any misperceptions about the region and its desirability as a tourism and recreational destination. The Museum will also provide a venue for a variety of



educational programs, such as the popular community programs and lectures organized by the Prince William Sound Science Center between September and May each year. In addition, the Museum includes over 300 square feet of display cabinets, which will be used for rotating displays including those related to the EVOS.

A main feature of the proposed exhibit plan for the Cordova Historical Society is "Sound Transition." This exhibit will expand the interpretation of the oil spill to provide a comprehensive story of oil transportation; safety advances in Prince William Sound; the development of oil spill response; the interrelationships of the fishing community and the oil industry; the U.S. Coast Guard's role in oil spill response; and advancements in scientific research in the Sound since the 1989 spill. There will also be an exhibit on the history of resources in the Copper River Region and archival materials related to the EVOS. These archival materials are some of the materials most frequently requested by researchers.



The Museum component also includes the Science Discovery and Education Room. This educational space is 850 square feet, 100% of which is devoted to EVOS-related activities. Seventy-five percent (75%) of the year, the space will house the Science Discovery Program, which is sponsored by the Prince William Sound Science Center and the U.S. Forest Service. This science-based education program was introduced after the spill and is currently housed and held in two small rooms in the community college/old Cordova Hospital. This new lab will be equipped with wet and dry sinks and necessary storage for science equipment. The educational program facilitates the study of and monitoring of the ecosystem of the Copper River Delta and the Prince William Sound while focusing on the environmental aspects and dangers of oil spills in the region.

The remaining 25% of the year, the space will be used for conducting programs related to marine science education for both adult and juvenile audiences, including science displays for public education and

environmental training for elementary and high school teachers and youth. In addition, programs are being developed to provide hands-on demonstrations related to oil spills for seasonal visitors to the region.



Permanent Gallery

Museum & Education Component	Space Size	EVOS	% EVOS TIME	Adjusted Sq. Ft. EVOS	x Sq. Ft. Cost	Cost per Sq. Ft.
Permanent Gallery	2,110	1,000	100%	1,000	\$660,000	\$660
<i>Exhibit – 'Sound Transition' will tell the story of the EVOS and beyond.</i>						
Temporary Gallery	1,170	200	100%	200	\$132,000	\$660
<i>Travelling and temporary exhibits on EVOS.</i>						
Museum Store (Reception)	270	71	100%	71	\$46,860	\$660
Collections Storage	650	150	100%	150	\$99,000	\$660
<i>Cordova Historical Society (CHS) has an extensive collection of oil spill materials in storage.</i>						
Collections Management, Exhibit Prep	640	100	100%	100	\$66,000	\$660
<i>Artifacts destined for exhibit prepared; preservation, conservation of objects.</i>						
Archives	253	75	100%	75	\$49,500	\$660
<i>CHS has archival materials from the EVOS. These materials are some of the most requested by researchers.</i>						
Storage and Equipment	90	90	42%	37.8	\$24,948	\$660
<i>Temporary Gallery Display</i>						
Education Component	850	850	75%	637.5	\$420,750	\$660
<i>EVOS educational based curriculum and science program; additional focus on Prince William Sound ecosystem; oil spill recovery; habitat &amp; species restoration.</i>						
Administrative Support Offices	415	415	42%	174.3	\$115,038	\$660
<i>42% equals permanent and temporary galleries devoted to EVOS. Staff and support areas; also display cases featuring schedules of local science programs and presentations.</i>						
Rotating Display (Display Cabinets)	327	327	18%	58.86	\$38,848	\$660
<i>Estimated 1/6 display time.</i>						
<b>Museum &amp; Education Subtotal</b>	<b>6,775</b>	<b>3,278</b>		<b>2,504.46</b>	<b>\$1,652,944</b>	<b>\$660</b>
<b>(Existing 2,300 Sq. Ft.)</b>						



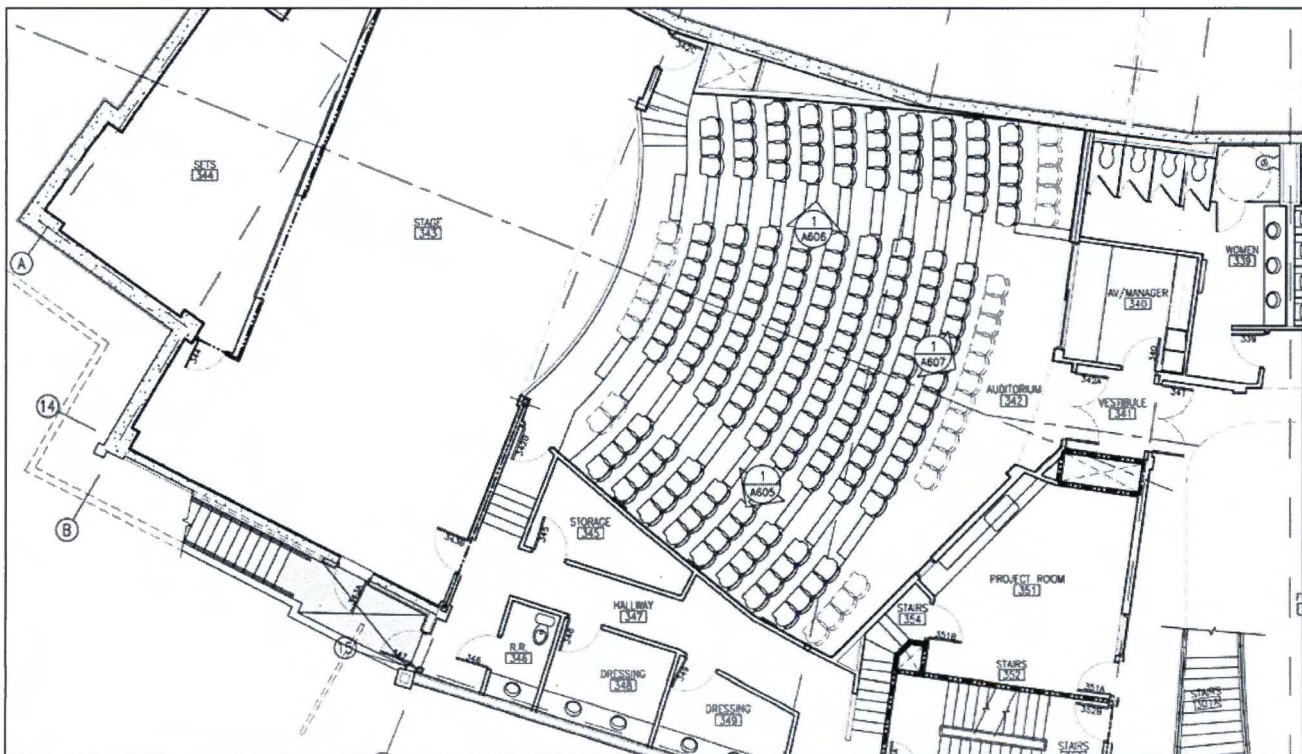
## Conference Component

The conference center is comprised of a total of 6,760 square feet, all of which will be used for EVOS-related activities for a significant portion of time each year. The conference center will provide a venue for the administrative functions of the Trustee Council: as the Trustee Council seeks ways to reduce administrative spending, a venue to hold EVOS-related meetings and workshops free of charge would be a significant benefit, as it is unlikely that the Trustee Council will have any facilities in Anchorage where such events could be held. The City of Cordova will provide trained staff for operations, marketing, and scheduling of the conference center. The conference center components, including the main auditorium and theater, the multipurpose community room, and the small meeting room, will all be available for EVOS-related events free of any facility charge. Given that small meeting rooms in Anchorage range from a minimum of \$210 per day at the Egan Center to \$695 per day for the Dena'ina Center, this represents significant cost savings over the life of the facility.

The Conference Center is comprised of four rooms of various sizes that may be opened up to a grand hall meeting area with a capacity for 220 people and an adjoining theater that also seats 220. The theater will provide a forum for EVOS films such as

the documentary on subsistence harbor seal hunting in Prince William Sound (Project 96214); an EVOS film on subsistence use of herring, herring spawn and near shore ecosystem resources in Prince William Sound (Project 98274); the documentary on the impacts of the oil spill on subsistence use of intertidal resources (Project 00481); and the recent video discussing recovery 20 years after the spill. It also provides a space for EVOS-related presentations. For example, the Science Center recently presented a program on 'www.pwsherringportal.org' explaining the implementation of a relational database of 4 dimensions (x,y,z, and time) of Prince William Sound herring data from 1973 to the present. This was a significant community program important to the fishing community but was held in a small space that was not adequate.

For nearly half of the year, the conference center will provide a forum for activities that are explicitly EVOS-related including hosting EVOS-related workshops; marine research conferences and symposiums; viewing EVOS-related films; government agency and resource management meetings; Prince William Sound Science Center and the Oil Spill Recovery Institute science symposiums; and space for Native Village of Eyak tribal members to share traditional ecological knowledge and to hold tribal meetings.





The remainder of the year, the Conference Center continues to serve and restore the human services lost due to the spill, particularly the still not recovered tourism and recreation service, as it provides a meeting and conference facility that will attract and host events for the community, visitors, non-profit groups, and government health agency meetings. With this new facility, Cordova can actively solicit meetings, small conventions, and science symposiums to be held in the area, further repairing the human services lost to the spill.

The conference center also includes a component called the "Multipurpose Community Room," which will serve as both a meeting space for EVOS-related meetings or workshops and as an area for oil spill response and training. Members of the Cordova fishing fleet were and continue to be first responders to a spill in Prince William Sound. However, in responding to the 1989 spill, there were logistical problems with finding an appropriate room equipped with electronic communications. This space will house an

Oil Spill Response Emergency and Communications Center with electronic communications and provide space for oil spill response training held twice yearly in the community. The ongoing oil spill response training for the large fishing fleet in Cordova will help mitigate impacts to EVOS-injured resources from any potential future spills.

The Emergency Response Center will provide protection of habitat directly in the Exxon Valdez spill area by preventing further environmental degradation, while also serving a dual purpose of providing a venue for break-out sessions and overflow from the Conference Center. In addition, when not being used for oil spill response related activities, this space is available for conference break-out sessions to enhance the use of the conference center for EVOS-related and community meetings and educational gatherings, Incident Command and EMS training, local training classes, and tourist related activities.

Conference & Meeting Component	Space Size	EVOS	% EVOS TIME	Adjusted Sq. Ft. EVOS	x Sq. Ft. Cost	Cost per Sq. Ft.
Main Auditorium, 225 seats, incl. stage	3,415	3,415	49%	1,673.35	\$1,104,411	\$660
<i>Summer: 348 hours related to EVOS; 348 related to non-EVOS use; primary use is for EVOS films shown to cruise ship visitors and tourists; Winter: conferences 72 hours EVOS; 120 hours non-EVOS; community use 112 hours non-EVOS (42% - without Ship Escort/Response Vessel System/Cordova District Fisherman United)(7%SERVS/CDFU include oil spill response training; hazmat and incident command training). EVOS science presentations; science symposiums; conference presentations; EVOS films such as 'Black Wave - The Legacy of the Exxon Valdez;'</i>						
A/V Control Room, Manager	121	121	49%	59.29	\$39,131	\$660
<i>In use for any event within this main auditorium</i>						
Prop Storage/Shop	586	586	10%	58.6	\$38,676	\$660
Prep Rooms, Restrooms	234	234	49%	114.66	\$75,676	\$660
Multipurpose Community Room	1,232	1,232	49%	603.68	\$398,429	\$660
<i>Trustee Council meetings; PWSSC and OSRI meetings and symposiums; U.S. Forest Service meetings and symposiums; oil spill response and training.</i>						
Small Meeting Room	232	232	49%	113.68	\$75,029	\$660
<i>Additional meeting space.</i>						
Project Room	265	265	49%	129.85	\$85,701	\$660
<i>Percentage calculated comparable to Discovery Room; Library and meeting room uses; additional meeting space; additional educational space for Discovery Science program.</i>						
Storage and Equipment	280	280	49%	137.2	\$90,552	\$660
<i>Meeting equipment; tables; chairs.</i>						
Circulation @ 10%	395	395	49%	193.55	\$127,743	\$660
<b>Conference Subtotal</b>	<b>6,760</b>	<b>6,760</b>		<b>3,083.86</b>	<b>\$2,035,348</b>	<b>\$660</b>



## Library Component

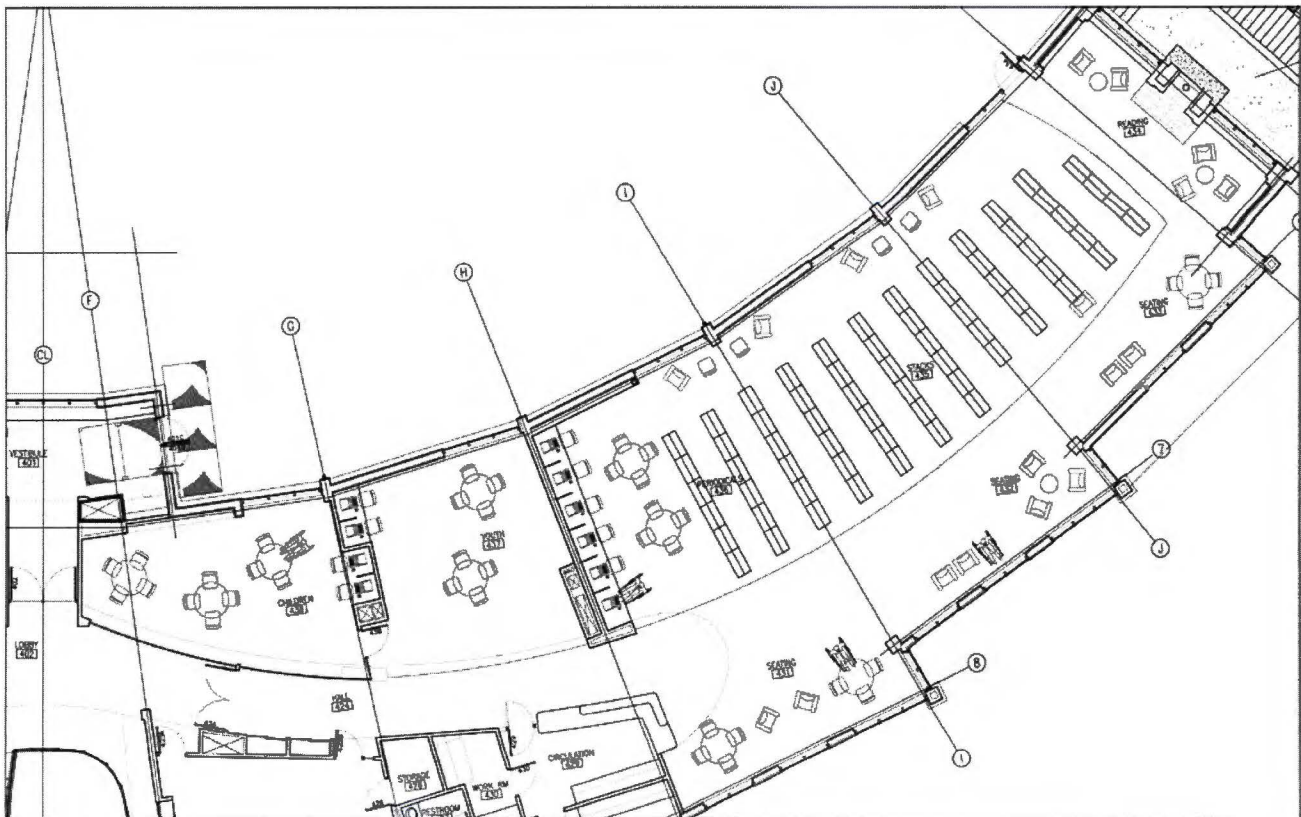
The public library space contains a total of 5,652 square feet, 3,450 (61%) of which is devoted to EVOS materials. Currently, EVOS-related documents can be accessed at several locations throughout the area, including the Prince William Science Center, Cordova Historical Society archives, Cordova Alaska Department of Fish and Game office, and the Cordova Ranger District of the Chugach National Forest. The proposed Cordova Center library would double the current Cordova Public Library space and consolidate all EVOS-related documents in Cordova into one designated location, including both written and electronic documents.

These documents include EVOS and Gulf Ecosystems Monitoring publications, as well as materials relating to scientific research, commercial fishing, oil spill history, fisheries management and local materials related to the EVOS and spill response. The library will also provide access to the ARLIS library, interlibrary loans and other online sources for additional EVOS materials. The library will be staffed by librarians familiar with EVOS-related issues and documents, capable of providing assistance with EVOS research, and working

closely with the museum staff to provide access to archival materials. The Cordova Center will be the ideal location to keep copies of key documents from State, Federal and private sources related to the spill.

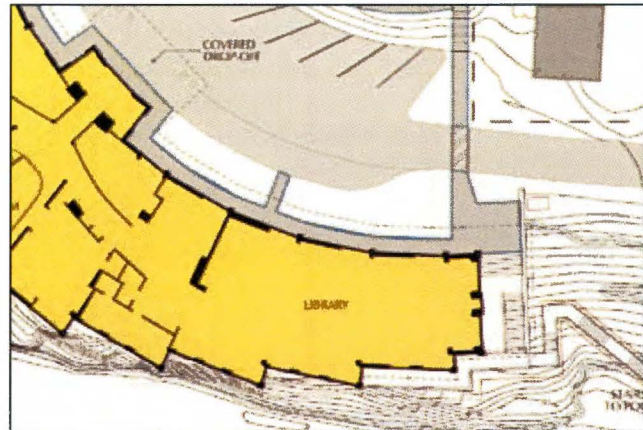
Annual EVOS education programs for both adult and juvenile audiences will be held in March, the anniversary month of the EVOS. A large collection of oil spill related books and audiovisual materials currently exists in the Cordova Public Library and the strategic plan for the library notes a need to develop this collection further.

Interest in the EVOS remains strong among the public and the media. Because of its intimate relationship with the EVOS, Cordova is visited on a regular basis by filmmakers, researchers, and authors who place requests for first-hand archival information, oral histories of local residents, and local newspapers. For example, the Cordova Historical Museum saw a significant increase in requests for materials related to EVOS during the 20th anniversary in 2009. Likewise, in the unfortunate event of other oil spills in Alaska or in other locations interest and requests for EVOS





materials and information will increase. For example, during the recent Gulf spill Cordova has experienced numerous requests from the media for materials and interview sources. During this event ARLIS also saw a marked increase in research requests related to the EVOS. Over the next year the Council plans to phase out funding for the ARLIS staffer dedicated to EVOS matters leaving a gap in this area. Extensive national media coverage noted that recovery from EVOS is still not complete more than 20 years later, including the May 5, 2010 New York Times article that specifically discussed the Cordova Center and its importance as an educational and outreach facility about the spill. See Exhibit M.



Library Component	Space Size	EVOS	% EVOS TIME	Adjusted Sq. Ft. EVOS	x Sq. Ft. Cost	Cost per Sq. Ft.
Primary Adult Stack Area	1,265	400	100%	400	\$264,000	\$660
<i>Calculations differed versus physical space and virtual space. Nonfiction materials about EVOS; includes video, DVD and audio materials. Scientific reports and documents from the Oil Spill Recovery Institute (OSRI); Prince William Sound Science Center (PWSSC); Trustee Council Restoration Projects.</i>						
Youth Stack Area/Seating	552	100	100%	100	\$66,000	\$660
<i>Nonfiction materials about EVOS. Materials and reports from Cordova High School Integrated Science Class.</i>						
Children's Area	515	50	100%	50	\$33,000	\$660
<i>Nonfiction materials about EVOS. Prince William Sound Animal Puppets (sea otters; salmon; harbor porpoise, orcas, etc.).</i>						
Seating and Tables	1,120	700	33%	231	\$152,460	\$660
<i>More adult use; rare books; locked cases.</i>						
Reference Area	200	200	25%	50	\$33,000	\$660
<i>EVOS materials that will not circulate; archival materials and documents.</i>						
Periodicals	250	250	25%	62.5	\$41,250	\$660
<i>Adult and young adult; science documents and reports from OSRI; PWSSC; Trustee Council; Regional Citizens' Advisory Council.</i>						
Computer Terminal Work Area	192	192	33%	63.36	\$41,818	\$660
<i>Access to ARLIS; Viewing Stations for EVOS DVD.</i>						
Circulation Desk Area	198	198	23%	45.54	\$30,056	\$660
<i>All user groups; Public Information Desk.</i>						
Administrative Support Offices	315	315	23%	72.45	\$47,817	\$660
<i>For support staff; researchers; art and photo display and presentation.</i>						
Storage	70	70	23%	16.1	\$10,626	\$660
<i>Paper, supply storage, library materials.</i>						
Rotating Display	975	975	25%	243.75	\$160,875	\$660
<i>Annual EVOS exhibits and program areas.</i>						
<b>Library Subtotal</b>	<b>5,652</b>	<b>3,450</b>		<b>1,334.7</b>	<b>\$880,902</b>	<b>\$660</b>
<b>(Existing 2,800 Sq. Ft.)</b>						



# Information Center, Shared Areas, Building Support

The information center area of the Cordova Center will provide information and materials for visitors to the spill region on recreation and tourism options in the Prince William Sound region as well as provide commercial fishing and seafood marketing

information in a central kiosk. This shared area of the Cordova Center will also house regional art and environmental displays focusing specifically on the Prince William Sound and Copper River Delta regions, further educating the public and visitors in how to

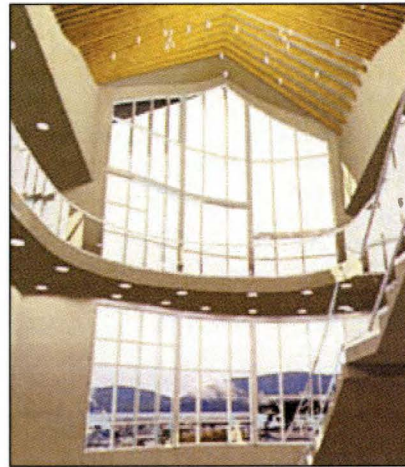
Shared Areas & Building Support	Total Space	EVOS	% EVOS TIME	Adjusted Sq. Ft. EVOS	x Sq. Ft. Cost	Cost per Sq. Ft.
Vestibule, Main Entry, Fourth Floor	404	404	33%	133.32	\$87,991	\$660
<i>Entry into the facility.</i>						
Vestibule, Lower Entry, First Floor	200	200	33%	66	\$43,560	\$660
<i>Entry into the facility.</i>						
Foyer, Fourth Floor	730	730	38%	277.4	\$183,084	\$660
<i>These two large areas will be used for many large meetings and conferences as break space and will also include display space for exhibits on the oil spill such as EVOS and Beyond, a new exhibit being designed and created by the Cordova Historical Museum to mark the 20th year since the EVOS. These spaces will also be used to feature travelling art and photo shows of the Prince William Sound region.</i>						
Foyer, Third Floor	1,220	1,220	38%	463.6	\$305,976	\$660
<i>Less administrative square footage. These two large areas will be used for many large meetings and conferences as break space and will also include display space for exhibits on the oil spill such as EVOS and Beyond, a new exhibit being designed and created by the Cordova Historical Museum to mark the 20th year since the EVOS. These spaces will also be used to feature travelling art and photo shows of the Prince William Sound region.</i>						
Large Restrooms	450	450	49%	220.5	\$145,530	\$660
<i>Facilities available for meetings; events on second level.</i>						
Secondary Restrooms	225	225	33%	74.25	\$49,005	\$660
Staff restrooms	268	268	33%	88.44	\$58,370	\$660
General Storage, Distributed	450	450	33%	148.5	\$98,010	\$660
<i>Storage for facility materials and supplies.</i>						
Commercial Kitchen/Serving	395	395	49%	193.55	\$127,743	\$660
<i>Facility available for meetings, events.</i>						
Mechanical/Electrical @ 6% over-all	2,250	2,250	33%	742.5	\$490,050	\$660
<i>Facility operations.</i>						
Janitorial, Supplies	160	160	33%	52.8	\$34,848	\$660
Walls, shafts @ 8% over-all	2,560	2,560	33%	844.8	\$557,568	\$660
General Circulation - elevator, stairs, corridor	2,700	2,700	33%	891	\$588,060	\$660
Trash/Receiving	349	349	33%	115.17	\$76,012	\$660
<b>Support Space Subtotal</b>	<b>12,361</b>	<b>12,361</b>		<b>4,311.83</b>	<b>\$2,845,807</b>	<b>\$660</b>



enjoy the Sound with an awareness of the ongoing restoration of injured species in the area, thus helping reduce interferences with such processes.

The oil spill damaged Alaska's recreation and tourism industries, particularly in the Prince William Sound region and specifically in the spill-affected communities of Cordova and Valdez. An August 1990 McDowell Group assessment of the impact on Alaskan tourism concluded that the spill had major effects on the tourism industry throughout Alaska. Trustee Council studies of sport fishing activity and tourism indicators (i.e. vacation planning, visitor spending, and cancelled bookings) indicated overall decreases in recreation and tourism activities after the 1989 spill. The 2010 Update on Injured Resources and Services lists recreation and tourism as not recovered.

Visitation in Cordova is slowly increasing but the community has not improved its infrastructure to provide a visitor facility or exhibits about the area. Visitors to Cordova are increasingly and continually interested in seeing more about the 1989 oil spill; the interrelationships of the fishing, community and the oil industries; and advancements in oil transportation, spill response and scientific research in the Prince William Sound area as documented in a 2008 summer visitor survey conducted by the Cordova Historical Society and American Association for State and Local History. In addition, it is crucial that the increasing numbers of visitors to the area are educated about Trustee Council restoration efforts in the area, how best to enjoy the area with awareness of the environment's fragile state, and how to avoid interfering with ongoing restoration.



Atrium

The Cordova Center visitor area addresses these deficits and provides a facility that will enhance visitors' experience of Cordova both with regard to its outdoor recreational opportunities and learning about the EVOS and Trustee Council restoration efforts. In addition, the information about the spill area presented in the Center and the recreational information provided about how to actively enjoy the area will work to repair misconceptions about the spill area not being suitable for recreational and visitor opportunities. In combination with the museum, theater, and meeting space, the Cordova Center will attract interest and will be a destination for Prince William Sound and Alaskan visitors.

The administrative offices are not EVOS-related and thus do not include any EVOS square footage or percentage of time.

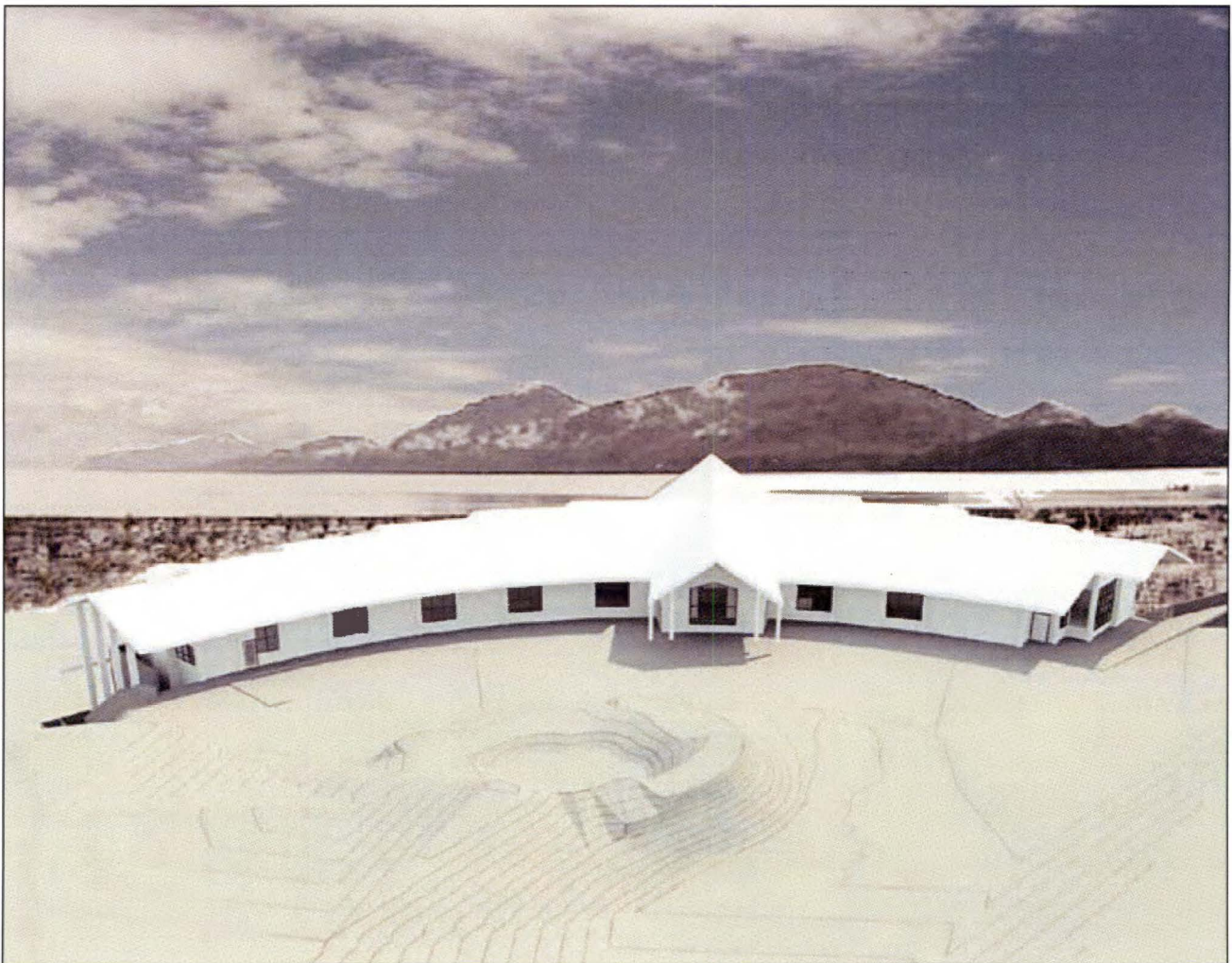
Administrative Offices	Space Size	EVOS	% EVOS TIME	Adjusted Sq. Ft. EVOS	x Sq. Ft. Cost	Cost per Sq. Ft.
Reception/Facility Coordination	190	0	0%	0	\$0	\$660
Public Waiting Area	70	0	0%	0	\$0	\$660
City Manager	205	0	0%	0	\$0	\$660
Public Works	180	0	0%	0	\$0	\$660
Finance Director	170	0	0%	0	\$0	\$660
Clerk	160	0	0%	0	\$0	\$660
Staff Offices: Planner, Asst. Planner; Admin Asst.; Accounts; AR; Deputy Clerk	840	0	0%	0	\$0	\$660
Printers	160	0	0%	0	\$0	\$660
Secure Storage, Vault	145	0	0%	0	\$0	\$660
Record Storage	230	0	0%	0	\$0	\$660
Staff Break	155	0	0%	0	\$0	\$660
Circulation @ 20%	805	0	0%	0	\$0	\$660
<b>Admin. Offices Subtotal</b>	<b>3,310</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>\$0</b>	<b>\$660</b>



## The Cordova Center – Conclusion

There is a critical need for a long-term, permanent facility that provides a location for the continuing administrative functions of the Trustee Council as it winds down, including education for residents, visitors, and tourists about EVOS and the subsequent research and restoration efforts of the Trustee Council. The Cordova Center would provide a cost-effective venue for meetings, conferences, and workshops as well as a means for educating residents, tourists, Alaskan visitors, students, scientists, resource managers, and stakeholders about the Prince William Sound and Gulf ecosystems, the impact of the spill,

and how best to manage natural resources in light of the important restoration processes already at work in the area. With this awareness, these user groups will make more informed decisions about how best to both enjoy and protect the spill area. The Cordova Center would provide both economic benefits to the City of Cordova as well as a tangible facility to help residents of Cordova achieve some sort of closure after the spill. For these reasons, the Trustee Council determined during its May 2008 meeting it should support the Cordova Center by providing funds for a portion of the facility.



Cordova Center, street-side elevation.







## **CORDOVA CENTER DOCUMENT INDEX**

- A. City of Cordova 2010 Resolution
- B. Market Assessment and Supplemental Analysis
- C. Business Plan
- D. Architectural Plans
- E. Supplemental Documents
- F. Education Program
- G. Exhibit Plan
- H. Museum Narrative
- I. Project Summary
- J. EVOSTC Cordova Center Proposal
- K. Letter to EVOSTC
- L. Responses to DOL dated Dec. 13, 2007
- M. Mayor's Minute
- N. New York Times Article re: EVOS







CITY OF CORDOVA, ALASKA  
RESOLUTION 01-10-03

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CORDOVA, ALASKA,  
IN SUPPORT OF A CONTINUING COMMITMENT FOR  
"THE CORDOVA CENTER" PROJECT

WHEREAS, public meetings, surveys and informational mailings have taken place in Cordova to solicit opinions from the citizens of Cordova regarding this project; and

WHEREAS, the City of Cordova is committed to seeking economic development for the community and continually improving the quality of life for all Cordovans; and

WHEREAS, the economy of the community of Cordova has been severely affected and struggling to recover since the 1989 *Exxon Valdez* Oil Spill; and

WHEREAS, the Cordova Center project would continue to restore damaged tourism resources from the *Exxon Valdez* Oil Spill; and

WHEREAS, the Cordova Center Project will provide economic diversification, provide a state of the art facility that would benefit and improve the quality of life for year-round residents and visitors of Cordova as well as provide an opportunity to the development of a conference and meeting center; and

WHEREAS, the Cordova Center will include an emergency response center, oil spill training facility, educational room, library, museum, and public meeting rooms; and space for the city administrative offices and departments eliminating energy inefficient facilities; and

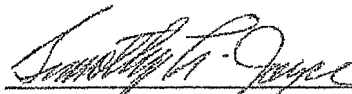
WHEREAS, the City of Cordova is committed to continued financial contributions to the project in both development costs and long term operation and maintenance costs; and

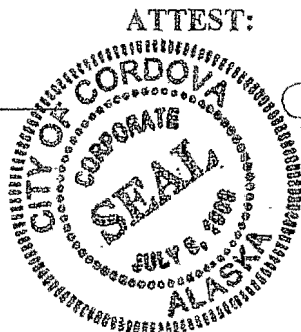
WHEREAS, the City of Cordova has committed a contribution of \$1.5 million for the construction of the Cordova Center as well as an additional contribution of \$450,000 both in in-kind and cash for the project development, purchase of the site and clearing of the land.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Cordova, Alaska, does hereby voice its support and continuing commitment to the project resolving to begin construction in 2010.

PASSED AND APPROVED THIS 20TH DAY OF JANUARY, 2010.

ATTEST:

  
Timothy L. Joyce, Mayor



  
Lila J. Koplin, CMC, City Clerk









# **CORDOVA CENTER MEETING/SMALL CONVENTION MARKET ASSESSMENT**

**FINAL REPORT**

**PREPARED FOR:  
Minch Ritter Voelckers Architects**



Research-Based Consulting

Juneau  
Anchorage

**June 2004**



# **CORDOVA CENTER MEETING/SMALL CONVENTION MARKET ASSESSMENT**

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***Juneau • Anchorage***

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## INTRODUCTION

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As part of the study team's effort to determine the optimal size and design of the proposed Cordova Center, the McDowell Group of Juneau and Anchorage was asked to assess Cordova's potential tapping the meeting/small convention market and, further, assess the potential local economic benefits from that market. The purpose of this market assessment was to determine if the Cordova Center should be designed with the needs of this particular market in mind.

The market assessment has several components that will help determine the level and type of development the community should undertake. The first section provides an overall picture of the meeting/small convention market in Alaska, including a list of groups that often meet in the state. Also included is a discussion of Cordova's competitors, Cordova's possible market capture rate, meeting planner considerations and design facility criteria.

The second section is the possible economic impact of the meeting/convention market for Cordova followed by an infrastructure analysis that discusses Cordova's available meeting space, accommodations and transportation.

The final segment is a competitive analysis that identifies some of the challenges Cordova faces in attempting to target the small meeting/convention market.

This assessment does not provide a complete economic picture of developing a multi-use facility in Cordova. To fully understand the implications of building and operating a civic center, other uses and users must be considered, particularly local users.

## **EXECUTIVE SUMMARY**

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This report presents the results of an assessment of the meeting/small convention market for the city of Cordova. This visitor market is a highly competitive one in Alaska. Convention and visitors bureau directors in smaller communities indicate that "slices of the pie" are shrinking as more towns decide to pursue the meeting/convention market.

With the construction of a community center, Cordova could become an active player in attracting meetings and small conventions. However, the facility alone is not enough. Entry into this market would require a considerable effort on the part of the community.

### **Meeting/Small Convention Market**

- Cordova currently attracts some meetings related to specific interests in the community, such as the Prince William Sound Science Center and the Prince William Sound Oil Spill Recovery Institute. Cordova could attract more and larger groups with the construction of a civic center, perhaps capturing up to five percent of Alaska's meeting/small convention market.
- Cordova's ability to host more gatherings is dependent on its ability to implement a marketing effort that will place Cordova on the meeting destination map. This includes using local residents to develop relationships with groups in which they are members. It must also include a professional sales effort (a role played by local CVBs).
- To maximize the center's appeal to the meeting/small convention market the facility must include the basics such as screens, risers, skirting, podiums, audio and visual equipment, banquet facilities such as tables and linens, and at least some food service capabilities. Soundproofing and an ability to alter meeting space sizes are also important features.

### **Economic Impact**

- With some success in attracting meetings/small conventions to the community, economic impacts generated by local spending by meeting delegates could total approximately \$225,000 annually (mostly to lodging businesses). This level of impact would be achieved if Cordova hosted about 30 groups averaging 25 delegates each. Cordova would see additional indirect and induced spending as well.
- This additional economic activity would be good for local businesses and the economy overall, but by itself would not translate into a self-supporting civic center. It is important to note that even with a high level of local and non-local use, the community will need to subsidize the building's operations. Virtually all Alaska civic centers are subsidized, in exchange for the economic impacts and service to the community that the facilities provide.



### **Infrastructure Analysis**

- Cordova's overall infrastructure for meetings and conventions is limited. Current meeting space is ill-suited for most professional groups, though adequate for some. A newer, well-designed facility could be more attractive to groups that already meet in Cordova and new meeting groups as well.
- Cordova could comfortably host groups of no more than 125 with the current lodging inventory. The room inventory is somewhat larger, but demand from other markets requires some of the lodging capacity. Further, some of the existing capacity is seasonal. In addition, not all facilities are conveniently located near meeting space – a problem for some delegates.
- In terms of access, Cordova is generally competitive with other coastal Alaska Communities. Cordova has good air service from Anchorage, which is appealing to meeting groups. An additional attraction to organizations considering Cordova would be group fare discounts. The introduction of the fast ferry Chenega in 2005 could be a useful option for meeting planners. The fast ferry operates at speeds that dramatically cut travel time between ports and is likely to operate on a more frequent basis than current AMHS vessels.

### **Competitive Analysis**

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

### **Recommendations**

- Because Cordova's potential to attract meetings and conventions is somewhat limited, the facility should be designed with a particular focus on local needs. A flat-floor room with round-table seating capacity of about 125 would meet the needs of the non-resident meeting/small convention market. A raked-floor auditorium would certainly be an asset in this market, but it is not essential.
- Attracting meetings and conventions is contingent on an effective and aggressive marketing strategy. If this market is to be pursued, the community must allocate financial and personnel resources to the effort.
- Ensure that appropriate amenities are addressed in the construction of a new facility, including room size flexibility, dining and kitchen facilities (though full kitchen facilities are probably not economically justified), and good lighting, sound, and communications systems.

## MEETING/SMALL CONVENTION MARKET ASSESSMENT

### Meeting/Small Convention Market

Statewide, nationally and internationally there are a number of groups and organizations that hold meetings for their members annually or regularly throughout the year. These types of organizations are in need of meeting space that is suitable for hosting a professionally-run and business-type meeting.

In Alaska there are numerous government, civic and trade organizations that rotate their annual, semi-annual, quarterly or even monthly meetings, spreading their economic impacts and goodwill among host communities.

Several factors impact the number of meetings hosted during a year. One is where the community falls within an organization's meeting rotation cycle. The health of the economy also affects the number and frequency of meetings. A downturn in the economy results in less travel and more teleconferencing and video conferencing between group members. For instance, the current reductions in state agency budgets have been cited as a reason for the downturn in meetings and conventions in some communities.

A sample of some of the organizations that meet within Alaska with 200 or fewer attendees is listed on the following pages. The list depicts the variety in sizes and types of organizations that meet in Alaska. Some are potential users of a Cordova Center. (Note: This is a partial list only. There are many other professional and corporate board meetings, agency retreats, and other meetings that are not included on this list).

#### Meetings/Conventions Recently Hosted in Alaska 200 or Fewer Attendees

Group Name	Group Origin	Size
Advance Inspection & Introduction to COR/ER	State	20
Advisory Board on Alcoholism	State	18
Agriculture Directors Conference	National	100
Alaska Academy of Family Physicians	State	200
Alaska Animal Control Association	State	26
Alaska Association of Assistant Principals	State	150
Alaska Association of Fire & Arson Investigators	State	80
Alaska Association of Independent Insurance Agents	State	10
Alaska Association of Realtors Convention	State	115
Alaska Association of School Administrators	State	70
Alaska Association of School Boards	State	25
Alaska Association of School Superintendents	State	100
Alaska Bed & Breakfast Association	State	60
Alaska Cabaret, Hotel, Restaurant & Retailers Association	State	85
Alaska Chapter North West Area Days	Regional	100
Alaska Christian Conference	State	50



Group Name	Group Origin	Size
Alaska Coastal Management	State	40
Alaska Council for Social Studies	State	100
Alaska Credit Union League	State	120
Alaska Dental Society	State	100
Alaska Dept of Education /Special Education Office Directors Conference	State	150
Alaska Dept of Fish & Game – Board of Game	State	75
Alaska Dept of Transportation Conference	State	200
Alaska Dietary Managers Association	State	25
Alaska Education Seminars, Inc.	State	40
Alaska Fisheries Development Foundation	State	60
Alaska Historical Society/Museums of Alaska	State	100
Alaska Hospital & Nursing Home Association	State	30
Alaska National Parks Superintendents Conference	State	30
Alaska Native Brotherhood/Alaska Native Sisterhood Camp Presidents	State	30
Alaska Optometry Association Convention	State	70
Alaska Permanent Fund Corporation Board	State	15
Alaska Permanent Fund Corporation's Annual Meeting	State	70
Alaska Pension Investment Board Meeting	State	35
Alaska Planning Association	State	40
Alaska Recreation and Parks Association	State	100
Alaska Rural Electric Cooperative	State	130
Alaska Science & Technology Foundation	State	20
Alaska Sea Kayaking Symposium	State	200
Alaska State Chamber of Commerce	State	20
Alaska State Federation of Garden Clubs	State	100
Alaska State Troopers	State	40
Alaska Tourism Industry Association Board Meeting	State	32
Alaska Winter Recreation & Travel Show	State	200
American Association of Medical Records	National	50
American Association of Petroleum Geologists	National	200
American Legion, Western Region	Regional	150
American Nuclear Medicine Board	National	20
American Postal Workers Union	National	60
American Society of Civil Engineers	National	200
American Society of Foresters	National	40
American Statistical Association – Alaska Chapter	State	20
American Society of Women Accountants – Alaska Chapter	State	100
American Water Resources Association	National	30
Arson Investigators Conference	National	75
Conference of State Banking Supervisors	State	50



Group Name	Group Origin	Size
Department of Natural Resources/Forestry Fall Conference	State	100
Fish & Wildlife Investigators Conference	State	50
General Federation of Women's Club – Alaska	State	150
Girl Scouts Annual Meeting	State	60
Governor's Council on Fisheries	State	60
Humane Society of the US	National	29
Indian Health Service Head Start Program	National	100
Interface Center for Alaska Native Education	State	20
International Conference of Financial Econometrics	International	45
Lions Club District 49A Conference	State	200
Loyal Order of the Moose Convention	State	80
Maritz Travel West	National	34
Myers-Smith Association Management	International	75
Native American Management Services 2002 Cluster Training	National	40
Nature Conservancy	International	50
National Association of Hearing Officials	National	20
National Education Association – Alaska	State	45
National Organization of Lawyers for Education Associations	National	200
Navy Foreign Liaison	National	75
North Pacific Anadromous Fish Commission	International	80
Northwest Public Power Association	Regional	50
Outdoor Education Conference		100
Pacific Congress of Harbormasters	Regional	50
Public Employees Retirement System	State	25
Quality Schools Institute		150
Rotary International District Convention	State	200
Salvation Army Youth Council		100
Society of Petroleum Engineers, Western Region	Regional	200
State Hatchery Managers	State	50
Statewide Emblem Club Annual Convention	State	75
Toastmasters Annual State Convention	State	100
United State Department of Agriculture, Forest Service		75
United States Department of Commerce	National	60
United States Postal Service Convention	National	40
Stewart Title Agent Meeting – Region F	Regional	150

Source: Anchorage Convention and Visitors Bureau, Valdez Convention and Visitors Bureau and other sources compiled by McDowell Group.



## Remote Community Meeting/Convention Market

Remote communities experience greater challenges when attempting to attract conventions to their communities. These usually are related to meeting planners' perception of the type and level of services available in the community as well as concerns about access. If Cordova were to compete for the meeting/small convention market it is likely to draw from groups similar to those hosted by communities such as Kodiak, Sitka and Valdez. The table below shows the average number of groups hosted by these communities.

Sitka hosts the largest number of groups on average. Among the three communities, Sitka currently allocates the greatest amount of resources to attracting meetings and conventions to the community. It also has the highest frequency of mainline jet access, a clear advantage. Valdez is in the process of implementing a plan to attract more of this market. Kodiak's budget is limited and focused on other markets at this time.

**Meetings and Conventions in Remote Alaska Communities**

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

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

Convention and Visitors Bureau professionals agreed that the meeting/small convention market is attractive to their communities because of the economic value it contributes to each. However, they also indicated that it is challenging to attract this type of business to their communities and that the number of delegates and number of groups visiting changes from year to year.

### Cordova's Meeting/Small Convention Market

Cordova has hosted a few smaller groups in the past, but on a limited basis. These groups tend to have a specific connection to the community. For instance, the Prince William Sound Science Center attracts groups related to the sciences. Fisheries groups have held meetings in Cordova, as have groups connected with the Exxon Valdez oil spill. Occasionally museum and arts groups and professional boards have traveled to Cordova. There has not been any concerted effort to attract the meeting/convention market due to the limited facilities and lack of marketing budget.

Past research indicates that at a minimum the statewide meeting/ small convention market approaches 20,000 delegate days per year. With an aggressive marketing effort and a professional facility, Cordova could achieve similar convention activity as Sitka and Valdez – perhaps capturing up to five percent of this market.

To do this, Cordova would need to increase its profile with meeting planners with effective outreach programs. Discussions with meeting planners yielded little awareness of Cordova as a meeting destination. One planner said, "I hadn't thought

of Cordova." Most had not traveled there and had no knowledge of the available infrastructure. A new facility could enhance Cordova's position in the eyes of meeting planners, but a marketing effort is also necessary to inform and educate them.

## Meeting Planner Considerations

There are several factors that determine how a facility is selected for meetings. According to the Meetings Market Study conducted by Meetings & Conventions (August 2000), 72 percent of association planners indicated that the cost of the hotel or facility is a critical factor. It was followed by quality/type of meeting rooms (68 percent), negotiable rates (67 percent), and food service (63 percent). Billing procedures and quality of hotel rooms followed, tied at 48 percent.

In another survey conducted by Economic Research Associates, 78 percent of meeting planners indicated that cost of food and lodging was a very important consideration when selecting a site, followed by convenient airline service and travel costs at about 72 percent each.<sup>1</sup>

Planners rely on guidelines to assist with site selection for meetings and conventions. A checklist of critical elements was compiled in the Meetings & Conventions publication, February 2002.<sup>2</sup> The checklist is divided into several areas including general requirements, sleeping rooms, function space, food and beverage, and other important considerations.

Under "general requirements," the first item mentioned relates to the type of property best suited for the type of meeting and the group involved and their primary service needs. Other important factors are the origin of meeting attendees, and whether any pre- and post-convention trips are planned.

For "sleeping rooms" the list identifies factors such as room rates, including sales and bed tax and any additional fees such as in-room phone charges. The list also identifies how rates are determined, whether rack (meaning retail rate), sliding scale or government per diem. Other issues relating to rooms include: the availability of smoking or nonsmoking, sleeping configurations (singles, doubles or suites), and policies on late arrival and checkout.

Under "meeting space" the checklist mentions elements such as number of rooms available to the group, whether meeting rooms have visual obstructions or sound proofing, and the condition and availability of sound systems, data ports and light and temperature controls.

"Food and beverage items" include the type of tax and gratuity for groups, what the average prices of meals are, the seating capacity of restaurants, and the types of restaurants available. In addition the list identified some other considerations when selecting a location, such as parking availability, distance of meeting facilities from the airport, downtown and hospitals, taxi fares, and local transportation.

While the Alaskan market is accustomed to making some exceptions with regard to infrastructure, the logistics of meeting in Cordova need to be as simple and convenient as possible for both planners and delegates.

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<sup>1</sup> Steven E. Spickard, *Economic Impact of Convention and Conference Centers*, Economic Research Associates, January 1996.

<sup>2</sup> Martha Cooke, *The Site Selection Process*, Meetings & Conventions, February 2002.



## Cordova Center Facility Design Criteria

The Cordova Center, if built, should meet the needs of two groups: the meeting/convention market and local users.

The meeting/convention market has very specific needs. The space should be professionally appointed and have the flexibility of accommodating varied seating arrangements and meeting room sizes. Many of the civic centers available in Alaska communities have large spaces that can be subdivided. Also, some have smaller rooms that are available for small groups or breakout sessions. A variety of rooms and configurations gives greater flexibility to groups using the space, particularly if the convention schedules a variety of activities during the meetings or includes exhibitors at their event.

Basic amenities such as screens, skirting, risers, podiums, chairs, are always expected by meeting planners. Audio/visual equipment is also expected, particularly equipment capable of accommodating computer-assisted presentations. Current state-of-the-art technology is important to some professional groups.

Quality sound and lighting equipment are meeting essentials. Proper soundproofing between meeting spaces is also critical to groups who separate into smaller working sessions. Access to phones and internet connections were also recommended by one planner.

Adequate seating to accommodate a banquet is essential for some groups who incorporate group lunches and dinners into their agendas. This means food service either in the facility or catered by an outside server is necessary as well. How the food service is provided will affect the type of kitchen needed. For a multi-purpose facility a level floor rather than raked floor is recommended. The raked floor limits the space usage, while a level floor meets the needs of multiple user groups. Banquet seating capacity should be available for groups of up to 100, for this particular market. The preferred seating arrangement is circular tables.

## Summary

- The statewide small meeting/convention market is sizeable, at over 20,000 annual delegate days.
- Cordova can (and does) attract groups with specific interests related to the community such as the Prince William Sound Science Center and the Exxon Valdez oil spill.
- Prior to implementing a marketing effort, Cordova should realistically evaluate its current infrastructure against meeting planner expectations.
- With a developed marketing plan and effective outreach program, Cordova could attract more groups to the community and perhaps even increase the size of the groups it already attracts, capturing up to five percent of the statewide market. In addition to the professional sales efforts, local delegate support and outreach is essential to attracting this market.
- Facility design should allow for varied meeting space size and the ability to change floor plans easily. This includes the ability to convert a space into banquet-style seating and the necessary tables to do so. In addition, the design should incorporate proper wiring to accommodate developing technology.

- At a minimum, the facility should have basic meeting necessities such as screens, microphones, risers, skirting, podiums, audio/visual equipment and food service capability.



## ***ECONOMIC IMPACT OF THE MEETING/CONVENTION MARKET***

The meeting and convention market is generally a much-desired market, and many CVB's invest considerable time and energy to attract it. These visitors are not expected to pay for the operations of the convention centers, but are valued instead for their overall contributions to the local economy. Many conventions take place over several days, during which time delegates pay for hotel stays, dining, and shopping in local stores.

According to the International Association of Convention and Visitors Bureaus (IACVB), delegates nationwide spend an average of \$231 each night for all events while staying in a community.<sup>3</sup> This number is based on a year-long survey of convention delegates and exhibitors, and excludes the cost of travel to and from the meeting destination and convention fees.

The study also segmented the delegate expenditures into two categories - international/national/regional events and statewide/local events. This is significant because it demonstrates that spending impacts will differ depending on the type of organization that attends meetings in the community. International, national, and regional delegates spend more on average (\$240 per delegate per day) than statewide and local delegates (\$199 per delegate per day).

A small community such as Cordova would likely draw from statewide groups rather than the international/national/regional category, resulting in a lower expected economic impact to the community. Another factor affecting the economic impact of the market is the number of delegate days spent in a community. According to the Deloitte & Touche LLP study, delegates attending statewide/local meetings spend fewer days in a community - two days compared to three and a half days by international/national/regional delegates.

It is likely that Cordova's direct economic benefits from the small meeting/convention markets could range between \$140 and \$160 per person per delegate day. These figures could be greater if delegates add days to their itinerary to participate in pre- and post-meeting tours and other activities.

The table below shows a range of possible annual spending impacts. Using an average of \$150 per delegate day and an average group size of 25, the economic impact to Cordova could range between \$112,000 and \$225,000 annually, depending on the number of groups.

**Potential Annual Meeting/Convention Economic Impact**

Number of Groups	Average Group Size	Average # of Delegate Days	Total # of Delegate Days	Potential Economic Impact (\$150 per day)
15	25	2	750	\$112,500
20	25	2	1000	\$150,000
25	25	2	1250	\$187,500
30	25	2	1500	\$225,000

Source: Estimates by the McDowell Group.

<sup>3</sup> Deloitte & Touche LLP, 1998 IACVB Foundation Convention Income Survey Report, International Association of Convention & Visitor Bureaus, 1998.

The greatest portion of delegate spending is typically allocated to lodging, followed by food and beverages, rental cars, gifts and souvenirs, and other personal items. This spending would have direct economic impacts in the community, creating jobs and income to the businesses providing goods and services to meeting delegates (hotels, retail stores, tour operators, etc.).

Cordova would also benefit from indirect economic impacts through local spending by businesses providing goods and services to delegates. There would also be "induced" economic impacts, stemming from increased local spending of payroll dollars.

It is beyond the scope of this study to calculate a multiplier specific to the meetings/conventions industry for the Cordova economy. For this analysis we can use a generally accepted multiplier of 1.5 to gauge the total economic impact (direct, indirect and induced) of delegates to Cordova.<sup>4</sup> A total of 750 annual delegate days could amount to approximately \$169,000 in delegate spending. Using 1,500 delegate days results in a total spending of about \$338,000.

## Summary

- It is likely that Cordova would draw from in-state groups since they require less marketing effort to attract, particularly for a community just entering the market. State/local groups tend to have lower economic impacts than other groups from the national/regional/international level.
- Direct economic benefits to Cordova from delegate spending could range between \$112,000 to \$225,000 annually depending on the number of delegates, number of groups and delegate days spent in the community.
- Civic centers are not self-supporting and while the meetings/conventions market will generate revenue for the facility, additional subsidies will be required by the community to operate the center.

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<sup>4</sup> Multiplier developed by McDowell Group.



## ***CORDOVA INFRASTRUCTURE ANALYSIS***

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### **Cordova's Current Available Meeting Space**

Currently, Cordova's meeting space inventory is limited. The Reluctant Fisherman has two meeting rooms that can accommodate a maximum of one hundred people and several small break-out rooms. Service groups such as the Masons, and Loyal Order of the Moose have larger halls that can be used for group functions. The city also operates the Bidarki, a multi-use recreation center, which occasionally has been used for meetings. However, these facilities are not well-suited to compete in the meeting and small convention market. There is a shortage of facilities that accommodate small break-out sessions. Also, while some facilities have kitchens on the premises, a catering service needs to be brought in to serve meals, or meeting attendees must leave the premises to get meals.

### **Cordova's Accommodations**

Cordova accommodations are varied and spread throughout the local area. There are several motels, a couple of lodges and several bed and breakfast operations, making up approximately 165 rooms. The largest property, Reluctant Fisherman, currently has 42 rooms (4 more will be added in 2004), a full-service restaurant and bar that is open seasonally and meeting space for approximately 100 people. Some area accommodations are only open during the summer, limiting Cordova's ability to attract off-season meetings.

Several facilities are located in the downtown area, but some lodges, cabins and bed and breakfasts are located a little farther off the beaten path, for example, at Lake Eyak and along the Copper River Highway.

Amenities provided by the various lodging facilities differ depending on the type of facility. Available amenities include non-smoking rooms, fully stocked refrigerators, fully prepared meals, private phones and bathrooms, parking, shuttles to town or the airport, televisions, laundry facilities, and freezer space.

Cordova does not have any facilities that would be considered upscale or luxurious. Past studies indicate that some meeting attendees desire first class accommodations and could be disappointed with Cordova's current facilities. Though the current rooms may be clean, comfortable, and well-appointed, this may not be enough. There are plans for construction of a small upscale resort near the Million Dollar Bridge in the next few years.

### Cordova Area Accommodations

Property	Lodging Type	Number of Rooms	Room Rates
Alaskan Hotel & Bar	Hotel	9	\$35 to \$55
Bear Country Lodge	Lodge	2	\$70 to \$100
Bear's Den Cabins	Cabins	2	\$50 to \$120
Cordova Hotel and Bar	Hotel	15	\$60
Cordova Lighthouse Inn	B&B	4	\$100
Cordova Rose Lodge	Lodge	10	\$100 to \$150
Downtown B&B	B&B	2	\$60 to 115
Enchanted Garden	Rental Suites	2	\$75
Eyak Hideaway	Rental Suite	1	\$100 to \$200
Harbor View B&B	B&B	2	\$55 to \$75
Just for the Halibut Inn	Rental Suites	2	\$75
King's Chamber	B&B & Lodge	7	\$75 to \$185
Laura's	Rental Suite	1	\$105 to \$125
Lupine Inn	Rental Suite	1	\$70
Marine Way B&B	B&B	2	\$50-\$60
Northern Nights Inn	Inn	4	\$55 to \$85
Orca Adventure Lodge	Lodge	34	\$125
Prince William Motel	Motel	16	\$90 to \$120
Red Shield Inn	B&B	2	\$50 to \$60
Reluctant Fisherman Inn	Motel	42	\$50 to \$100
Sea View Condo	Rental Suite	1	\$85 to \$100
The Udder Inn	B&B	4	\$65 to \$75
<b>Total Number of Rooms: 165</b>			

Source: Cordova Chamber of Commerce and other sources. Compiled by the McDowell Group

With some rooms limited to single occupancy, the maximum number of delegates could reach 300, for 165 rooms. The typical occupancy rate for meetings/conventions is 1.2 or 1.3 persons per room. At this rate, Cordova could host groups of about 200 delegates. However, the community should target groups of 125 or less. This takes into account that some facilities are not open year-round and that there are occupancy limitations during the summer months when tourism-related visitors also use lodging space.

Communities can also be creative in finding accommodations for larger groups, depending on the type of group. Some organization members may not be as demanding with their lodging and require only a place to bed down. Several small communities in Alaska have utilized empty bunkhouses and vessels with cabins on them to house delegates. This is not ideal for all meeting groups but could be useful when attempting to bid for a larger-sized convention.

## Transportation

Cordova's location on Prince William Sound is considered remote since it is accessible only by air or water. Considering Cordova's size (about 2,500 residents), access is fairly good with several available air options and state ferry service.



### **Air Access**

Jet service to Cordova occurs once northbound (originating in Seattle via Juneau and Yakutat) and once southbound (originating in Anchorage). Travel time between Anchorage and Cordova is about 45 minutes. Fares from Anchorage to Cordova range between \$212 and \$245 round-trip. The northbound flight from Seattle stops in multiple Southeast communities. Rates in the summer of 2004 will range between \$604 and \$772 round trip, depending on the flight combination and the price of flight segments. The most efficient, although not the most cost effective, route for travelers from Seattle is to fly directly to Anchorage and then fly down to Cordova.

With smaller planes, ERA Aviation provides consistent scheduled service to Cordova from Anchorage. Flight schedules change somewhat with the season, increasing during the summer. ERA's winter schedule shows departures three mornings and 4 evenings a week with no service on Tuesday, Wednesday or Saturday. For summer 2004, ERA will operate three morning flights a week and evening flights every day except Saturday (Saturday flights may be available June, July and August). The 37 seat ERA DH8 200 flight duration is about one hour. ERA also occasionally operates a Convair which seats 50 passengers. The Convair will be replaced in the summer of 2004 with a DH8 300 with similar seating capacity. Walk-up, round-trip rates are about \$358 plus tax, airport fees, and fuel surcharges. Three week advance round trip tickets cost \$245 and short notice, weekend special fares, can be as low as \$109 roundtrip.

Jim Air, based out of Anchorage, offers charter flights to Cordova from Anchorage. The one way fare for up to five people is \$660 and the fare for up to 9 people is \$1800.

Occasionally weather conditions prevent aircraft from landing, but this is not a common circumstance and generally is not viewed as an issue for Cordova. Anecdotal information reveals that jets cancel stops between two and six times per year.

## Air Traffic

Air traffic in Cordova fluctuates. The last several years have seen a decline in enplanements since traffic peaked in 1995. Commercial fishing is a critical piece of Cordova's economy, and it is likely that air traffic has followed the fluctuations in this volatile industry.

Summer visitors are attracted to Cordova to sport fish, visit Prince William Sound and Childs Glacier, and experience various wilderness adventures – kayaking, river rafting, and wildlife viewing.

**Cordova Enplanements, 1992-2003**

Year	Number of Passengers
2003	NA
2002	13,448
2001	17,528
2000	17,995
1999	20,175
1998	19,985
1997	21,076
1996	21,907
1995	23,442
1994	19,019
1993	17,123
1992	19,090

Source: Federal Aviation Administration

Cordova's air service is good and a reasonable value. This is an asset to the community when competing with other communities to host meetings.

## Marine Access

Marine access is not likely to be the primary mode of travel used by meeting or convention delegates to access Cordova due to time considerations. However, it is important to acknowledge this additional mode of access to the community. The Alaska Marine Highway System stops in Cordova on a regular basis. The schedule varies depending on the season. Currently two vessels make Southcentral voyages, the MV Bartlett and the MV Tustumena. Both vessels carry vehicles and passengers. Ferry travel requires a greater time commitment than flying. Running time between Southcentral communities can be extensive. For example, current running time between Cordova and Valdez is about five and a half hours. Travel time between Cordova and Whittier is seven hours, and between Cordova and Seward, twelve hours.

Significantly improved ferry service to Cordova will be available within the next year. The M/V Chenega, a high speed ferry under construction for the Alaska Marine Highway System will sail in Prince William Sound beginning in 2005. The Chenega will be based in Cordova. The ferry is capable of carrying 250 passengers and 35 cars. Reaching speeds up to 36 knots, travel time between ports could be reduced by half. The decreased travel times will improve access to Cordova. In anticipation of the new fast ferry the current terminal will be replaced with a new floating steel dock. The AMHS will also be constructing an upland support facility for the vessel.



Passenger rates change depending on the season and the destination. There are also separate rates for cabins and vehicles. Below is a rate schedule for adults for fall, winter, spring 2003-2004 and summer 2004 between several Southcentral ports.

**AMHS One-way Passenger Tariffs,  
Fall, Winter and Spring 2003-2004, and Summer 2004**

Port Link	Fall Winter Spring 2003- 2004	Summer 2004
Cordova to Valdez	\$39	\$41
Cordova to Whittier	\$74	\$74
Cordova to Seward	\$71	\$74
Cordova to Homer	\$162	\$170

Source: Alaska Marine Highway System, Official Schedules.

**AMHS Traffic**

Ferry disembarkations have fluctuated over time but since 1999 the trend has been upward. However, there has been an average annual decrease for the last twelve years of less than 1 percent. Ferry disembarkations were greatest in 1992 and lowest in 1999.

**Cordova Ferry Disembarkations, 1992-2003**

Year	Number of Passengers
2003	NA
2002	5,871
2001	5,872
2000	5,418
1999	5,019
1998	5,082
1997	5,567
1996	5,126
1995	5,664
1994	5,126
1993	5,664
1992	6,548

Source: Annual Traffic Reports 1992 through 2003, Alaska Marine Highway System.

Ferry transportation is very reliable, and reduced travel time between ports is a positive development, but it is unlikely many meetings/convention attendees would use this travel mode. A business traveler generally has less time available and air transportation to and from Cordova is more efficient. The reduction in travel times to other ports in Prince William Sound may be useful in attracting delegates who wish to add more extensive pre and post trip activities to their itinerary.

## Summary

- Cordova's current available meeting space is limited and generally not adequate for hosting meetings and small conventions. While the community has hosted larger groups in the past, facility operators have pointed out inadequacies, such as poor soundproofing and lack of food service on the premises.
- Cordova has an adequate number of rooms to host a group of approximately 100 delegates. However, meeting group size is dependent on room availability. Group size would be limited in the busy summer visitor season. Also, not all lodging facilities are open year-round, further limiting the number and types of potential groups.
- Air access to Cordova is sufficient from Anchorage to accommodate small meetings. Negotiating group discounts or special fares would provide an additional boost in attracting this market.
- Cordova also has marine access via the state ferry system, but it is a less efficient travel option and not the primary choice of most meeting planners. The fast ferry has the potential to reduce some of these inefficiencies and improved ferry service to Cordova will provide meeting planners with much better marine access than is currently available.



## COMPETITIVE ANALYSIS

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If a new civic center were built, Cordova would compete with other relatively remote Alaska communities such as Kodiak, Sitka and Valdez for the small meeting/convention market. Each of these communities requires an additional investment in terms of cost and travel time when compared to Anchorage, Fairbanks, and Juneau. In addition, there are fewer services available locally. However, these smaller communities do attract certain kinds of organizations - those with a small number of meeting delegates, those with ties to the community, and those seeking a small-town atmosphere for their meeting.

### Market Presence

Currently Kodiak, Sitka, and Valdez have a clear advantage over a possible newcomer like Cordova: they are already established as meeting destinations. Meeting planners and business and government agencies are cognizant of the type of reception and service they receive in these communities based on past experience. Valdez has an additional advantage since it is on the state road system.

A community seeking to establish itself in this market will need to invest heavily in an initial marketing campaign to create awareness among meeting groups. Currently, according to meeting planners contacted for this study, Cordova has no market presence as a meeting destination.

### Marketing Investment

Cordova currently allocates zero funding to attracting meetings and conventions, although the Chamber of Commerce occasionally provides information to groups that inquire about lodging and meeting facilities. In addition, low staff availability makes it difficult to assist the few groups that do visit. Construction of a facility alone, without marketing support, is not likely to attract more meetings to Cordova.

The necessary marketing effort to attract groups includes personnel time devoted to making sales calls to target organizations. This type of outreach would focus on educating groups about Cordova's ability to host meetings and highlighting the community's assets. Information would include ease of access, style and variety of restaurant and catered cuisine, and pre- and post- activities. Sales calls would further include traveling to meeting/convention trade shows to create greater awareness of Cordova.

A proactive marketing approach also means taking advantage of connections local community members have with various organizations. For instance, the local harbor master could assist in adding Cordova to the rotation of the state or regional harbor master meetings.

In addition, a staff member would need to offer direct assistance to meeting planners. This includes providing meeting packets with maps and fliers, making suggestions on meeting facilities and accommodations based on the size of the group and the group's needs, making pre- and post-meeting tour suggestions and assisting with conference registration.

Convention and visitors bureaus that compete in the meeting and convention market dedicate various levels of funding to attracting it. Sitka has a full-time staff person devoted to attracting groups to the community. Approximately one-quarter of Sitka's overall budget is dedicated to the meeting/convention market. Valdez allocates 7 percent, increasing to 12 percent in the next couple of years. Kodiak does not have a staff person devoted to attracting this market.

On a national level, CVB expenses devoted to the meeting/convention market averaged 31 percent in 2001.<sup>5</sup> This includes convention sales and marketing (27 percent of CVB expenses), convention services and housing (3 percent), and convention registrar operations (1 percent).

Cordova will need to assess its ability to invest in staff time dedicated to the meeting and convention market, particularly if the Cordova Center is built.

## Transportation Analysis

A small community attempting to compete in the meeting/convention market must ensure that access to the community is similar to that of its competitors. Like other more remote Alaska communities, Cordova could be perceived as being costly to access in terms of time and money. In addition, weather delays are a factor to consider when relying on air travel to reach a meeting location, though Cordova's airport experiences few flight weather delays.

The table below shows Alaska Airlines fees and flight times to Cordova, along with other small meeting destinations. Airfares to Cordova are competitive. It should be noted that among these small communities, only Cordova is an Essential Air Service (EAS) community. Alaska Airlines provides scheduled air service under an agreement with the federal government and receives a subsidy for operating in the community. This guarantees Cordova continued scheduled air service.

**Alaska Airlines Flight Fares and Duration, Summer 2004**

Destination Link	Fare	Flight Time
Anchorage to Cordova	\$212 - \$244	45 min.
Anchorage to Valdez	\$225	40 min.
Anchorage to Kodiak	\$219 - \$310	1 hr.
Anchorage to Sitka	\$328 - \$439	2 hrs. 20 min.
Seattle to Cordova	\$492 - \$736	4 hrs. 10 min.
Seattle to Valdez	\$466 - \$736	4 hrs. 7 min.
Seattle to Kodiak	\$458 - \$645	4 hrs. 27 min.
Seattle to Sitka	\$388 - \$505	2 hrs. 45 min.

Source: Alaska Airlines, compiled by McDowell Group.

Travel fees are important to meeting groups. The study team recommends establishing relationships with air carriers to provide lower rates or negotiated discounts to further enhance Cordova's appeal.

<sup>5</sup> Industry Insights, 2001 CVB Organizational & Financial Profile, International Association of Convention & Visitors Bureaus Foundation, 2001.



## Infrastructure

While Kodiak, Sitka and Valdez may have similar style accommodations to Cordova, they also have larger room inventories. In addition, both Sitka and Valdez have well-established convention facilities, the Centennial Building in Sitka and the Valdez Convention Center. These are clear advantages.

Remote communities can be attractive to some meeting planners but also can be considered undesirable by some who are concerned about the type of service their clients may receive. There could be concerns about the quality of food, lodging facilities and other services in the community as well as the ability to participate in activities outside the structured meeting time. If there is doubt about the caliber of the location, meeting planners would be less likely to select the destination for their groups.

Valdez expended energy and focused on improving the local infrastructure so that lodging and food service are considered good quality for the groups that travel to their community.

Cordova will need to analyze its own facilities. This is particularly critical for corporate retreats that may have higher service expectations.

## Challenges and Opportunities Summary

There are a number of challenges and opportunities Cordova faces as it considers entering the meeting/convention market. But with careful planning and additional investment Cordova can attract some of the small meetings/conventions market and reap the related economic benefits. The table below identifies some of these challenges and opportunities.

**Cordova's Challenges and Opportunities**

Challenges	Opportunities
New to market, no reputation	New to market, fresh appeal
Highly competitive market requires awareness among groups	Already established presence among specific groups with ties to the community (i.e. PWSSC)
Currently no resources to compete	Tourism plan identifies need to invest in tourism marketing including meeting/convention market <sup>6</sup>
Perceived as expensive and remote	Transportation fees are competitive
Limited infrastructure, seasonal availability of some rooms and catering services	Remote, "off the beaten path" appeal
Perception of few available activities and limited shopping opportunities	Pre- and post- convention wilderness activities (fishing, kayaking, glacier experience, etc.)
Convention/meetings facilities almost always need to be subsidized	Fast ferry Chenega will provide more efficient marine access to the community

<sup>6</sup> Christopher Beck & Associates, *Cordova Community Tourism Plan: Actions and Strategies for Positive Tourism Growth in Cordova and the Lower Copper River Watershed*, March 2002, Page 27.

## Summary

- Cordova is in a unique competitive position to enter the meeting/small convention market. The connections it has to specific interest groups are strong assets.
- Though Cordova has little market presence it can capitalize on being a new destination to the in-state meeting rotation if a civic center is built.
- Cordova will need to invest professional time and provide financial support to either the city or Chamber of Commerce to market the community to meeting planners.
- Cost to travel to Cordova is competitive among other small remote communities. Its Essential Air Service (EAS) status is a benefit to the community since it is more likely to be guaranteed jet service.
- Cordova's accommodations, restaurants and services are similar to those found in other small communities. Some investment may be necessary to upgrade these and assure meeting groups that Cordova has the ability to provide quality service and accommodations.
- The challenges Cordova faces are not insurmountable with a sound long-term tourism development plan.



# *Cordova Meeting & Conference Impacts Supplemental Analysis*

*Prepared for:  
City of Cordova*



Research-Based Consulting

Juneau  
Anchorage

## Introduction

The City of Cordova contracted with McDowell Group to update the market demand portion of the *Cordova Meeting/Small Convention Market Assessment* and address local employment impacts.

McDowell Group incorporated findings from the firm's recently completed research on market demand and spending associated with small conferences and meetings. The project team began by reviewing the 2004 Cordova study as well as relevant information from studies conducted for Matanuska-Susitna Borough, Juneau, Ketchikan, Haines, Seward and other Alaska communities. To supplement this information, McDowell Group conducted interviews with nearly 20 Cordova business representatives. These interviews provided insights regarding employment and other business impacts resulting from the current meeting market. Additionally, businesses were asked about impacts associated with growth in this market segment.

## Market Demand Update

McDowell Group updated the average attendee spending to \$175 per day to reflect current spending by meeting and conference attendees in Alaska. This amount is inclusive of attendees' spending on accommodations; food and beverage not provided by the meeting or event; spending on taxis, rental cars, and fuel; and retail purchases. This revised estimate remains conservative, and is 30 to 50 percent lower than average attendee spending in many other Alaska communities.

Secondly, the study team added two small conferences into the annual market demand estimate. Conferences of this size are well-suited to proposed Cordova Center and the community. Depending on the size and nature of the groups booked, they may also utilize other community facilities for board meetings, receptions, banquets and other functions. The additional attendee and conference spending is reflected in the table below. Association spending, conservatively estimated at \$50/day per attendee, is based a wide array of meeting planner expense records. This spending includes meeting space rental, conference meals/beverages, entertainment, and staff travel costs.

Annual Meeting and Conference Impacts

Meeting Type	Average Group Size	Average Delegate Days	Total Delegate Days	Spending per Day	Potential Economic Impact
<b>Small Meetings: Attendee Spending</b>					
15 groups annually	25	2	750	\$175	\$131,250
20 groups annually	25	2	1,000	175	175,000
25 groups annually	25	2	1,250	175	218,750
30 groups annually	20	2	1,500	175	262,500
<b>Conferences: Attendees Spending</b>					
Conference A	75	3	225	\$175	\$39,375



Conference B	100	3	300	175	52,500
<b>Conferences: Association Spending</b>					
Conference A	75	3	225	50	\$11,250
Conference B	100	3	300	50	15,000

It is important to recognize that the actual meeting and conference usage of the Cordova Center will be influenced by marketing and the experience offered by the community as a whole—not just the new facility. The community is likely to require several years to reach its market potential and even after that, will have year-to-year fluctuations in the number and types of meetings that are booked.

The table below summarizes the direct and indirect impacts that result from an average of 25 small meetings and 2 small conferences annually. Direct spending resulting from attendee and association spending is approximately \$337,000. Using a generally accepted economic multiplier of 1.5, the total economic impact of this market is estimated to be more than \$500,000.

#### Summary of Annual Impacts in a Typical Year

Meeting Type	Potential Economic Impact
<b>Attendee Spending</b>	
Small meetings (25 annually)	\$218,750
Conferences (2 annually)	91,875
<b>Association Spending</b>	
Conferences (2 annually)	\$26,500
<b>Total Spending in Cordova</b>	
Direct spending	\$337,000
Direct and indirect spending	\$505,000

#### Employment Impacts

New spending resulting from meetings and conferences at the Cordova Center will impact a wide array of local businesses, allowing many businesses to extend their seasonal employment into the spring and fall months. Other businesses will be able to offer additional employment to part-time staff working in the winter months on an on-call basis. Additional part-time and full-time employment in Cordova is expected to be 25 to 40 positions.

A particularly attractive aspect of the meeting and conference market is that events are typically conducted in the fall, winter and spring months. This timing reflects the fact that Alaska residents have the greatest ability to participate in planning and networking during these months. Additionally, there is a significant increase in availability of accommodations, transportation, and other support services during this portion of the year.

The accommodations sector will be the greatest beneficiary, as it represents the largest portion of attendee spending. Lodging-related employment includes front office staff, housekeeping, food and beverage staff, and maintenance. New business increases the possibility of renovation and expansion in this sector, which in turn, impacts the local construction industry.

The food and beverage sector will also experience a significant portion of the spending and employment impacts. Some businesses are particularly interested in catering opportunities at the Cordova Center and other meeting venues. Additionally, local restaurants and bars will expand hours and increase their employees when meetings and conferences are scheduled.

Other businesses that will be directly affected by this market include car rental, taxi, and bus companies. Attendees also commonly spend money in local retail shops for apparel and gifts. There is also likely to be demand for florists, entertainment, sound and lighting technicians—especially for conferences that incorporate awards banquets and receptions into their schedule.

Secondary employment impacts will occur in businesses sectors like construction, freight, grocers, banks, and various types of retail and wholesale trade.





# **A Business Plan for the Cordova Center**

## ***A Centerpiece of Economic & Cultural Resurgence***

**The Cordova Center Project**

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## Executive Summary

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

The community is planning for the construction of a new 34,000 square foot, fully ADA accessible multi-use facility. The Cordova Center will combine several functions for the City of Cordova, including administrative offices, museum, library, performing arts theatre/auditorium, meeting rooms, education areas and associated work space.

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

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

A public/private funding strategy has been developed for the capital campaign to raise the estimated \$17.0 million project cost. Primary funding will come from federal and state appropriations, private foundations and corporations; however, local contributions exemplify community support for the project and are important in catalyzing funding from the aforementioned sources. The City is committed to operating and maintaining the facility once it is constructed.

The City of Cordova is proud of its innovative spirit and its creative strategy to develop partnerships and bring together members of related institutions to implement a shared



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

### **PROJECT GOALS**

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



## Section II

### The Organization and its Environment

#### City of Cordova

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

#### Population Served

The City of Cordova serves the entire population of Cordova (2,298) including its federally recognized Native Tribe (The Native Village of Eyak), visitors from Alaska, elsewhere in the U.S. and abroad. With 15% of the population Native American, the culture of the Alutiiqs, Eyaks and Tlingit plays an important role in the community. Most Eyak tribal members reside within the community of Cordova.

Population	
2004	2298
2000	2454
1990	2110
1980	1879
Population Characteristics	
% Native	15
Median Age	36.9
Housing (2000) Data	
Occupied Housing	958
Vacant Housing From Seasonal Use	68
Other Vacant Housing	141
Average Household Size	3.17
Economic Data (2000 Data)	
Unemployment Rate	6.90%
Per Capita Income	\$ 25,256
Median Household Income	\$ 50,114

Visitors to Cordova include the passengers arriving each week from Memorial Day to Labor Day on Alaska Sightseeing Cruise West, accounting for nearly 1000 people stopping in the community over the cruise ship season. The Iceworm Festival in February attracts approximately 500 attendees, while the Shorebird Festival in May brings in about 250 visitors to the community. The First Fish celebration in June draws an additional 100 to 150 tourists each year; and the Salmon Jam Festivals and Music Camp in July bring an additional 100-150 musicians and visitors.

Sport fishermen flood the community in mid-August to mid-September for the silver salmon sport fishing season, adding another 200-300 visitors to the community during this time. The area also attracts heli-skiers, and an additional 50 - 100 outdoor recreationists spend a week to ten days each in the community during March and April to enjoy this sport.

### **Transportation-Accessibility**

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

### **Current Infrastructure**

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

### **THE PROJECT: The Cordova Center**

The Cordova Center will be a 32,929 square foot, fully ADA accessible multi-use facility. The Center will combine several functions for the City of Cordova, including administrative offices, museum, library, performing arts theatre/auditorium, meeting rooms, education areas and associated work space.

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



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

A public/private funding strategy has been developed for the capital campaign to raise the estimated \$15.5 million project cost. Primary funding will come from federal and state appropriations, private foundations and corporations; however, local contributions exemplify community support for the project and are important in catalyzing funding from the aforementioned sources.

The City is committed to operating and maintaining the facility once it is constructed. (See attached City of Cordova Resolution 01-03-13, January 22, 2003)

### **Chronology of Project**

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

Many aspects of the Cordova Center are included in the City's 1988 Comprehensive Plan, which is currently being updated and specifically includes the new multiuse facility as it is now envisioned. The City's 1988 plan noted the need for expanded space for both the museum and the library, as well as a pedestrian walkway linking the city's two commercial centers, which the Cordova Center project provides.

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

**Expand and diversify Cordova's economy**

**Maintain a healthy, productive natural environment**

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

**Maintain quality of community life**

- Focus on improved attractions such as trails and sidewalks that directly benefit residents

- Maintain the small town qualities that make Cordova a unique place to live and visit

**Improve Cordova's fiscal health and public infrastructure**

**Keep the community informed and involved in tourism decisions**

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

**Design** – The firm of Minch Ritter Voelckers, Inc. was retained as project architects in February 2002. Detailed programming analysis of spaces was initiated, along with parallel studies on the possibilities for other building functions, including small convention use. Community forums on site, materials and features were organized to build broad support and consensus for the project, and to provide information to the design team as ideas were formulated. The fully ADA accessible building is designed to encompass a gross square footage of 34,000.

Three design phases have been completed:

Phase 1: Conceptual/Program

Phase 2: Schematic Design

Phase 3: Design Development

Phase 4 is the final phase of construction documents.

**Cost estimate** – HMS Inc. of Anchorage, an engineering firm expert in cost estimates in Alaska, is the Project Cost Consultant firm. The most recent cost estimate, January, 2006, puts the base bid for project construction at a cost of \$13,009,862. Two alternate bids include: 1) landscaping and ADA access ramp to the Pioneer Igloo estimated at \$153,693 and; 2) museum compactor storage estimated at \$135,225. Total project costs are estimated at \$17,189,000.

**Planning commission reviews** – The parking plan and initial site plan reviews have been accomplished. The Planning Commission will next review the detailed site plan which is a part of the Design Development Documents. The Planning Department and Cordova Center Project Committee began a permit application and review process in March 2006. Remaining planning issues for the Cordova Center will be continually reviewed and addressed during the 2006 fiscal year.



**Capital Constrution Funding** – To date \$3,755,003 has been secured for the Center. Federal funds have been dedicated to the project from the Economic Development Administration, USDA Rural Economic Development Administration, the US Forest Service and appropriations from HUD.

FY 02 EDA funding	\$ 200,000
FY 03 USFS appropriation -	\$ 994,000
USFS rural economic planning grant	\$ 300,000
FY 04 HUD funding -	\$ 994,100
FY 04 State funding -	\$ 25,000
FY 05 State funding -	\$1,000,000
Municipal funding -	\$ 140,000 - land
	\$ 85,000 - match for EDA
Public funding -	\$ 16,903

Additional funding requests are being made to the Federal delegation, Exxon Valdez Oil Spill Trustee Council and to the state for appropriations. A public fundraising campaign was launched in October, 2004 and will be on-going throughout the duration of the project. These local contributions show support for the project and will stimulate funding from non-local sources.

Grant requests will be submitted to foundations, corporations with a local presence and businesses. Lead donors will be approached and the pubic capital campaign will continue. Further federal and state funding requests will be made to augment other funding sources. It is projected that the broad based support from local, regional and federal sources will result in success in fundraising for the project.

#### **CORDOVA CENTER PARTNER COMPONENTS**

Currently the museum, library and city administrative offices are dispersed around town in older facilities which neither provide easy access to the residents nor efficient and cost-effective operations costs.

##### **Museum**

Established in 1967 as a centennial museum by the Cordova Historical Society, the Cordova Museum is operated under the auspices of the City of Cordova while the collection is owned by the Cordova Historical Society. It is housed in the Centennial Building on First Street in Cordova Alaska. The museum offers exhibitions, programs, publications and other activities that engage, enlighten, educate and entertain both community residents and visitors of all ages. Museum attendance has steadily increased over the past twenty years with significant increases in the past two years. Attendance for 2004 reached 11,015, an increase of nearly 2,000 visitors from 2003.

The Cordova Historical Museum is filled with exhibits which exemplify and bring to life the history and culture of the community. Covering commercial fishing, the Coast Guard, Alaska Natives, U.S. Forest Service, resource development and aviation the

displays are diverse and interesting. In addition, the museum organizes and hosts a wide variety of traveling exhibits including: "Harriman Expedition," "Reaching Home: Pacific Salmon, Pacific People," Bradford Washburn Photos, and the "Qayaks of Alaska and Siberia." The museum staff works closely with the school district and presents an educational curriculum through class visits during which the community's story is shared with the children. School classes grades K-6 visit the museum once a month from September through May.

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

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

#### **MUSEUM ATTENDANCE STATISTICS**

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
2000	1076	1562	2931	740	6,309
2001	1185	2484	3777	934	8,380
2002	1242	2343	4176	1155	8,916
2003	1590	2461	4111	963	9,125
2004	1839	3063	4907	1206	11,015
2005	1834	3071	5216	1508	11,629

#### **Library**

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

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

The Cordova Public Library is a vibrant, comfortable and friendly facility. Striving to facilitate public access to information, the Library provides a current collection of over 25,000 books, periodicals and audiovisual materials to patrons. Access to the Internet



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

#### **LIBRARY ATTENDANCE STATISTICS**

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
2000 :	4050	3523	2905	4969	15447
2001:	5774	7636	6834	5443	25687
2002:	6942	6316	6917	5854	26029
2003:	6986	7810	7228	5285	27309
2004:	6967	8862	11038	5652	32519
2005:	3968	9634	11189	4637	29,428

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

- Increase in circulation. Circulation of materials continues to rise annually. In 2000, 12,345 items were checked out and in 2004, 19,225 items were checked out.
- Increase in collection size. The collection for the library hovers around 25,000 materials but can no longer grow due to the limited capacity of the library. A recent donation of approximately 10,000 books has challenged the staff and only a limited number of the materials were put into the collection.
- Increase in programming. The library is currently in the process of creating a "Cordova Community Library Catalog," which would allow patrons to view online materials held in various academic, public and non-profit libraries throughout the community via one source – the Cordova Public Library online catalog.
- Increase in use of technology. The entire collection for the Public Library is computerized; public access to the Internet has been available since 2000. Currently the library has 7 public terminals as well as wireless service. The library serves an average of 55 people per day for computer use.

#### **Municipality**

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

#### **USFS/PWSSC Science Discovery Program**

The Science Discovery Program is offered to the community through a partnership with the US Forest Service, Cordova Ranger District and the Prince William Sound Science Center. The program is currently located at the college in two small rooms. Staff provides a variety of science oriented education programs and demonstrations for youth. A theme is chosen each month to be explored and enjoyed by the participants, a recent topic included salmon and their life cycle which involved releasing salmon fry into a local stream. The Science Discovery Room Program served 2000-2500 students annually on an average over the past five years.

## **IDENTIFIED COMMUNITY NEEDS THE CORDOVA CENTER WILL MEET**

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

The Cordova Center meets three different categories of community need:

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

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

**Cordova's museum** collection is housed in an old, deteriorating building that does not meet American Museum Association (AAM) standards (attached). In particular, the museum has problems with the following AAM standards due to the facility in which the collection is housed:

Stewardship: Physical condition of facility

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

- leaks within the facility threaten to damage artifacts and archival records
- lack of environmental control systems to regulate temperature, humidity, and filtration causes damage to the collection



- lighting is old and inadequate which diminishes the museum visitor's experience and enjoyment of the exhibits
- limited exhibit space results in the storage of many collection pieces
- lack of on-site storage results in the inability to accept historic objects to build the collection and improve/increase exhibits
- absence of repair area to triage the collection items results in further deterioration
- lack of exhibit space for traveling exhibits reduces learning opportunities for the community
- lack of security system jeopardizes the collection

There are also code issues that need to be addressed:

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

### **Visitor Center**

The museum serves as the local visitor center for the community, accommodating over 11,000 visitors during 2004 and 2005. The current facility is not large enough to handle the numbers of visitors it receives:

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

### **Meeting Room**

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

### **Library**

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

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

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

There are also code issues that need to be addressed:

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

**Municipal administrative offices** are operating in a facility that is old, with systems that are inefficient and expensive to operate.

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

There are also code issues that need to be addressed:

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



### **Emergency Communications/ Response Center**

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

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

### **United States Forest Service/Prince William Sound Science Center's Science Discovery Program**

Currently housed in two small, crowded rooms and a hallway in Cordova's community college, this popular program shares space with other college and community programs.

The following are problems which result from this situation:

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

### **Performing Arts**

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

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

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

### **Conference/Convention and Educational Workshop Center**

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

These community needs result in the following problems:

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

### **Exxon Valdez Oil Spill Trustee Council (EVSOTC)**

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

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

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

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

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

Currently the following problems exist:

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

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

Lack of economic diversity has led to the following problems:

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

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

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

- community public meetings are held in spaces which are not ADA accessible nor large enough to accommodate all the attendees



- crowding results occupancies that exceed fire code limitations
- inadequate space for conferences and meetings has resulted in the loss of bookings which would have stimulated the economy and brought a number of attendees to the community, thereby enhancing business opportunities
- lack of current state-of-the art technology and connectivity in meeting rooms limits presentations by locals and meeting presenters reducing the public's access to information
- audio/visual equipment must be moved from venue to venue which is an inefficient use of staff time and damaging to equipment

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

## Section III

### Products and Services and Social Return on Investment

#### **Products and Services offered by the Cordova Center include:**

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

- ♦ Polling space for community elections.
- ♦ An oil spill response training and incident command and communications center, as well as an emergency administrative response and communications center.

### **Social Return on the Investment**

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

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

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

According to the McDowell report, a total of 750 annual delegate days could amount to approximately \$169,000 in delegate spending. Using 1,500 delegate days results in a total spending of about \$338,000.



<b>Potential Annual Meeting/Convention Economic Impact</b>				
<b>Average Group</b>		<b>Average # of Delegate Days</b>	<b>Total # of Delegate Days</b>	<b>Potential Economic Impact (\$150 per day)</b>
15	25	2	750	<b>\$112,500</b>
20	25	2	1000	<b>\$150,000</b>
25	25	2	1250	<b>\$187,500</b>
30	25	2	1500	<b>\$225,000</b>

Source: Estimates by the McDowell Group.

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

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

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

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

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

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

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



## Section IV

### Market Analysis

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

#### Meetings and Conventions in Remote Alaska Communities

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

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

#### Clients/Customers

Beneficiaries of this project include the 2,298 residents of Cordova. Approximately 15% of the community is Native American and other ethnic groups make up another 15 % of the population. The median age of residents is 36.9 years. There are 460 children enrolled in the schools while others are homeschooled. Approximately 8% of the residents are senior citizens.

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

- Arts and Pageants
- Stage of the Tides
- Girl Scouts/Boy Scouts
- Cordova Family Resource Center
- Copper River Watershed Project
- Cordova Historical Society
- False Alarm Choral Group
- Cordova Chamber of Commerce
- Pioneers of Alaska
- Cordova Senior Citizens Group
- 4H Music Camp
- Cordova Little League Association



- Cordova Hospital Auxilliary
- Cordova Iceworm Committee/Festival
- Cordova Shorebird Committee/Festival

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

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

United States Coast Guard Air Station

United States Coast Guard Buoy Tender Sycamore

U.S. Forest Service, Chugach National Forest, Cordova Ranger District

Alaska Department of Fish and Game

Alaska Fish and Wildlife/Troopers

UAF Alaska Sea Grant Advisory Office

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

Native Village of Eyak

Ilanka Cultural Center

Ilanka Community Health Center

Eyak Corporation

Chugach Corporation

Tatitlek Corporation

The median per capita income is \$25,256. Fee schedules will reflect that ability of the residents and local organizations to pay for the use of space or admission fees to assure that the opportunities offered in the Cordova Center are affordable for those who live in Cordova.

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

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

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

### **The Industry and Market Trends**

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

According to the McDowell Report, past research indicates that at a minimum the statewide meeting/small convention market approaches 20,000 delegate days per year. With an aggressive marketing effort and a professional facility, it is likely that Cordova's direct economic benefits from the small meeting/convention markets could range between \$140 and \$160 per person per delegate day. These figures could be greater if delegates add days to their itinerary to participate in pre- and post-meeting tours and other activities, which Cordova's scenic beauty and natural assets offer. The table below shows a range of possible annual spending impacts. Based on an average of \$150 per delegate day and an average group size of 25, the economic impact to Cordova could range between \$112,000 and \$225,000 annually, depending on the number of groups.

### **The Competition**

Since there is no local competition for the small meeting/convention market, Cordova will compete with other relatively remote Alaska communities such as Kodiak, Sitka and Valdez. Cordova will invest in staff time dedicated to the meeting and convention market, expanding its Information Services department to include a new marketing position. An initial marketing campaign to create awareness among meeting groups will take place. The necessary marketing effort to attract groups will include personnel time devoted to making sales calls to target organizations. This type of outreach will focus on educating groups about Cordova's ability to host meetings and highlighting the community's assets. Information will be provided regarding ease of access, style and variety of restaurant and catered cuisine, and pre- and post- conference activities. Staff will also travel to meeting/convention trade shows to create greater awareness of Cordova.

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

### **Cordova's Market Challenges and Opportunities**

#### **Challenges**

New to market, no reputation

Highly competitive market requires

#### **Opportunities**

New to market, fresh appeal

Already established presence among

awareness among groups	specific groups with ties to the community (i.e. PWSSC)
Currently no resources to compete	Tourism plan identifies need to invest in tourism marketing including meeting/convention market
Perceived as expensive and remote	Transportation fees are competitive
Limited infrastructure, seasonal availability of some rooms and catering services	Remote, "off the beaten path" appeal
Perception of few available activities and limited shopping opportunities	Pre- and post- convention wilderness activities (fishing, kayaking, glacier experience, etc.)
Convention/meetings facilities almost always need to be subsidized	Fast ferry Chenega will provide more efficient marine access to the community

Source: McDowell Group.

### **Competitive Advantage and Strategic Position**

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

In its Competitive Analysis section, the McDowell Report states:

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

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



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

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

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

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

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

### **Collaboration**

The Information Services Director keeps all stakeholders informed of public meetings and project progress through emails, newsletters, box holder mailings and posters in public locations.

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

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

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

### **Community and Stakeholder Support**

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

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

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

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

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

### **Tangible Support**

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

- ♦ The City has bought the land for the project site at a cost of \$140,000
- ♦ The City matched an EDA grant with \$85,000 of municipal funding

- ♦ The City provides staff support valued at \$41,392 to date for the planning and development of the project, other in-kind and cash support including covering all legal fees required by the project
- ♦ Local fundraisers have brought in \$16,903 to date to support Cordova Center construction and are ongoing
- ♦ In-kind donations from local businesses and corporations with a local presence are being solicited as part of the local fundraising drive.
- ♦ The following Cordova community organizations support and plan to utilize the Cordova Center: (See attached letters of support.)

US Forest Service

Alaska Department of Fish and Game

Oil Spill Recovery Institute

Cordova Chamber of Commerce

Cordova District Fishermen United

Cordova Community Medical Center

Pioneers of Alaska

Cordova Telephone Cooperative

Cordova Electric Cooperative

Audubon Society

Eyak Corporation

Tatitlek Corporation

Native Village of Eyak

Cordova Historical Society

Cordova Public Library and Friends of the Library

Stage of the Tides (Local Theatre Company)

Cordova Arts & Pageants

Copper River Watershed Project

Cordova 4H

Prince William Sound Science Center/Discovery Room

Cordova Public Schools - Elementary and High School

Prince William Sound Community College

Cordova Iceworm Festival Committee

Cordova Shorebird Festival

Cordova Girl Scouts and Boy Scouts

Cordova Visual Artists

Cordova Danceworks

Cordova Parent Teacher's Association

False Alarm (choral group)

Cordova Family Resource Center

Local Business and Churches

Cordova Volunteer Fire Department

Cordova Senior Citizens Group

Cordova Teacher's Association

Prince William Sound Aquaculture Association

United States Coast Guard, Cordova Air Station/USCG Cutter Sycamore



## Section V Marketing Plan

Cordova will work on marketing its Center with the Prince William Sound Economic Development Council (PWSEDC), a member of ARDOR, Alaska Regional Development Organization. The ARDOR program is based on the notion that locally driven initiatives, in partnership with the State, can most effectively stimulate economic development and produce healthy, sustainable local economies. The ARDORs are intended to:

- enable communities to pool their limited resources, and work together on economic development issues;
- develop partnerships among public, private and other organizations,
- offer a technical, nonpartisan capacity to develop and implement an economic development strategy,
- often have extensive experience with federal/State programs, and
- provide needed technical assistance via direct links with local citizens.

The mission of PWSEDC is to serve as a forum for the discussion of regional economic issues and to foster economic growth and responsible development in the communities of Prince William Sound. PWSEDC serves the communities of Chenega Bay, Cordova, Tatitlek, Valdez and Whittier.

Joining with a regional development organization will help Cordova maximize its regional tourism approach. Working cooperatively with other regional communities to promote what each offers helps to turn competition into mutually beneficial collaboration.

In its proactive marketing approach, Cordova will also take advantage of connections local community members have with various organizations. For instance, the local harbormaster will assist in adding Cordova to the rotation of the state or regional harbormaster meetings.

City Information Services staff will offer direct assistance to meeting planners. This includes providing meeting packets with maps and fliers, making suggestions on meeting facilities and accommodations based on the size of the group and the group's needs, making pre- and post-meeting tour suggestions and assisting with conference registration. The Cordova Center will be marketed to increase business, professional and independent traveler visits. The center will also be marketed regionally, state-wide and throughout the Pacific Northwest to attract small conventions, meetings, trainings, workshops and corporate retreats.

## **Section VI**

### **Sustainable Human Resources Plan**

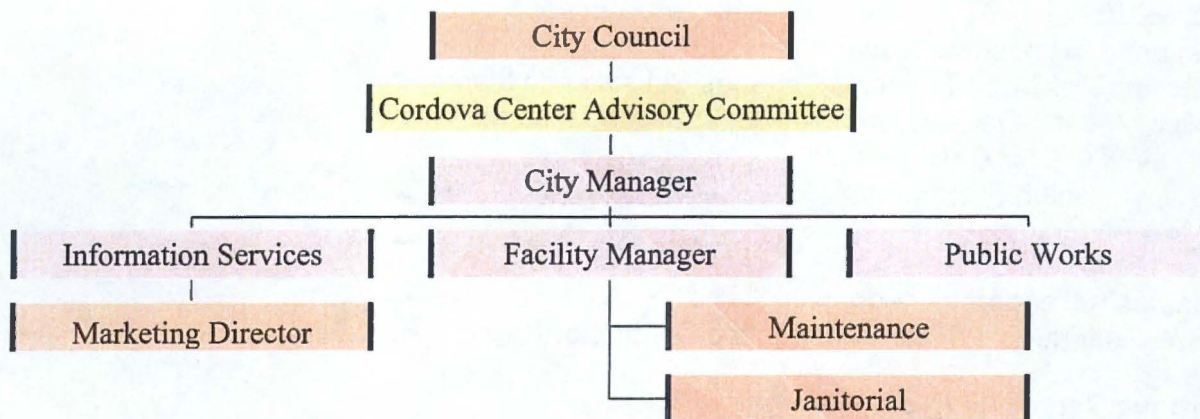
The Human Resources Plan will include:

- Volunteer program
- Current organizational chart
- Board bios for Historical Society, Friends of the Library, Arts & Pageants and Stage of Tides
- Staff bios for Science Discovery, Library , Museum, City Administration
- Job descriptions for each of the new positions
- Succession planning



## Section VII Management and Organization

### Cordova Center Organizational Chart



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



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

### **City Council**

Final approval of policies and fees

Mayor, Tim Joyce –Federal Fisheries Subsistence Manager  
Vice Mayor – David Roemhildt, Construction Manager, Seafood Sales  
Michael O’Leary, Fisherman  
E.J. Cheshier, Fishermen  
Mike Anderson, Artist  
Carl Burton, Jr., Fisherman  
James Kallender, Fisherman  
Bob Rodriguez, Private Construction Contractor

### **Cordova Center Advisory Committee**

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

### **City Manager**

Oversight of facility manager and information services director

### **Information Services**

Oversight of marketing  
Coordination with Facility Manager

### **Marketing Director (0.25 FTE)**

Marketing  
Public relations  
Web page maintenance

### **Facility Manager (1 FTE)**

Event scheduling  
Policy and permit enforcement  
Fee collection  
Equipment scheduling and maintenance

Theater management  
Security

**Maintenance (0.5 FTE)**

HVAC system maintenance  
Building automation system maintenance  
Telecom system maintenance  
Security

**Janitorial (1 FTE)**

Housekeeping  
Event setup and takedown  
Lighting maintenance  
Outdoor cleanup  
Security

**Public Works Department**

Snow plowing  
Refuse, Water related

## **Section VIII**

# **Facilities Construction, Operation and Business Management Plan**

### **Construction Plan**

The construction of the Cordova Center will be overseen by the City of Cordova's Project Manager and ultimately the City Council. Once funding is in place, an RFP for construction will be advertised. (See attached project budget.) Minch Ritter Voelckers Architects is responsible for developing the project bid specifications, bidding packets and other necessary documents for potential bidders.

Construction is expected to begin in 2007 and is estimated to take 18 months to complete the project. A Project Manager will be hired to oversee construction of the facility on behalf of the City of Cordova.

### **Operations and Maintenance Plan**

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

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

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

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



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

**Maintenance**

Use construction materials that lower maintenance over time

**Sustainability**

**Location:** Preferred site chosen through public planning process

Site has history of similar use

Landscaping will tie into existing buildings

Improved access and harbor – main street link

**Orientation:** Maximize sunlight and view

Enhance access to multiple areas

Provide shelter from elements

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

Roof construction and materials withstand winds of 150 mph

Siding and roofing materials selected for the Cordova climate

Well insulated windows to cut energy expenses

Recycled or renewable materials used when appropriate

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

Passive ventilation and natural cooling techniques

Passive solar heat to supplement heating system

**Lighting:** Daylight optimized to reduce energy use and eyestrain

Energy efficient lights selected

**Water Conservation:** Low flush toilets

Possible use of rainwater or second-hand water for toilets

Minimal harmful run-off

Improve existing water systems near the site

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

Low-maintenance materials selected

Recycled materials used whenever possible

## Section IX Sustainability Plan

Please see attached Pro Forma and Building Use estimate

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

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

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

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

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

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

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

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

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



## **Section X**

### **The Financials**

## **Section XI**

### **Ongoing Assumptions and Risks**

The success of the Cordova Center depends on several variables that we are confident will provide a stable revenue stream.

#### **Community Support**

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

#### **Marketing Plan**

The success of the marketing plan for Cordova as a convention destination will be a key factor in the Center's success. By providing state-of the art facilities and efficient conference services at competitive prices our community will garner an increasing percentage of in-state conferences and meetings. In addition, the friendly and competent staff, the welcoming community and its scenic setting offering outstanding recreational opportunities will enhance the visitor's experience, resulting in highly satisfied customers who will assist in marketing the facility by sharing their positive feelings with other potential conference planners and visitors. The increase in marine access with the addition of the fast ferry will also improve the marketability of our community as a convenient venue. This, combined with Cordova's unique location and spectacularly beautiful environment, will provide great appeal to out-of-state groups or businesses considering meeting in Alaska, especially on topics related to the marine environment, birding, and the fishing industry. Over time, Cordova will be able to successfully carve a sustainable niche in this market for this all-important aspect of the Cordova Center.

#### **Economic Growth**

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

In conclusion, the Cordova Center is the centerpiece of our goal to increase economic diversification and to stimulate the local economy on a year-round basis. The addition of a wide variety of economic, cultural and educational offerings will improve the quality of life in our community. As the number of visitors increases, jobs will be created and opportunities for small business

development will expand. Combined, these will encourage entrepreneurs, retired folks, and families to move to Cordova, thereby adding to the growing circle of beneficiaries of the Cordova Center Project.



## **Section XII Action Plan**

Construction capital campaign plan

Pursue LEED certification

Develop job descriptions for Facility Manager, maintenance and janitorial staff and Marketing Director.

Develop draft ordinance establishing Cordova Center Advisory Committee and defining its duties/responsibilities

Develop draft by-laws for Cordova Center Advisory Committee

Create Fund Development Plan for long term sustainability

Endowment Fund—research process.



# CORDOVA CENTER

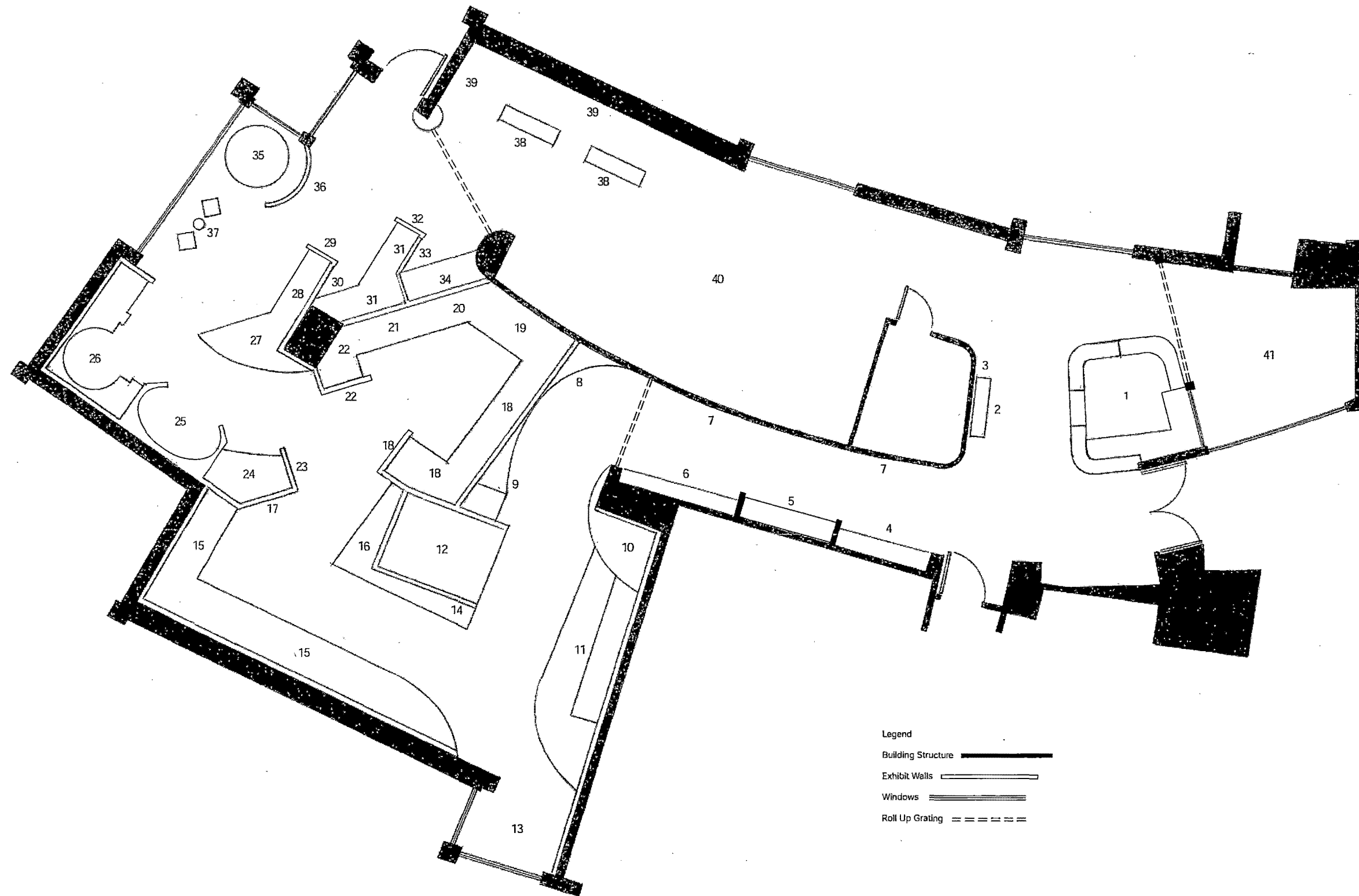


MRV

MINCH RITTER VOELCKERS ARCHITECTS

CITY OF CORDOVA





Legend

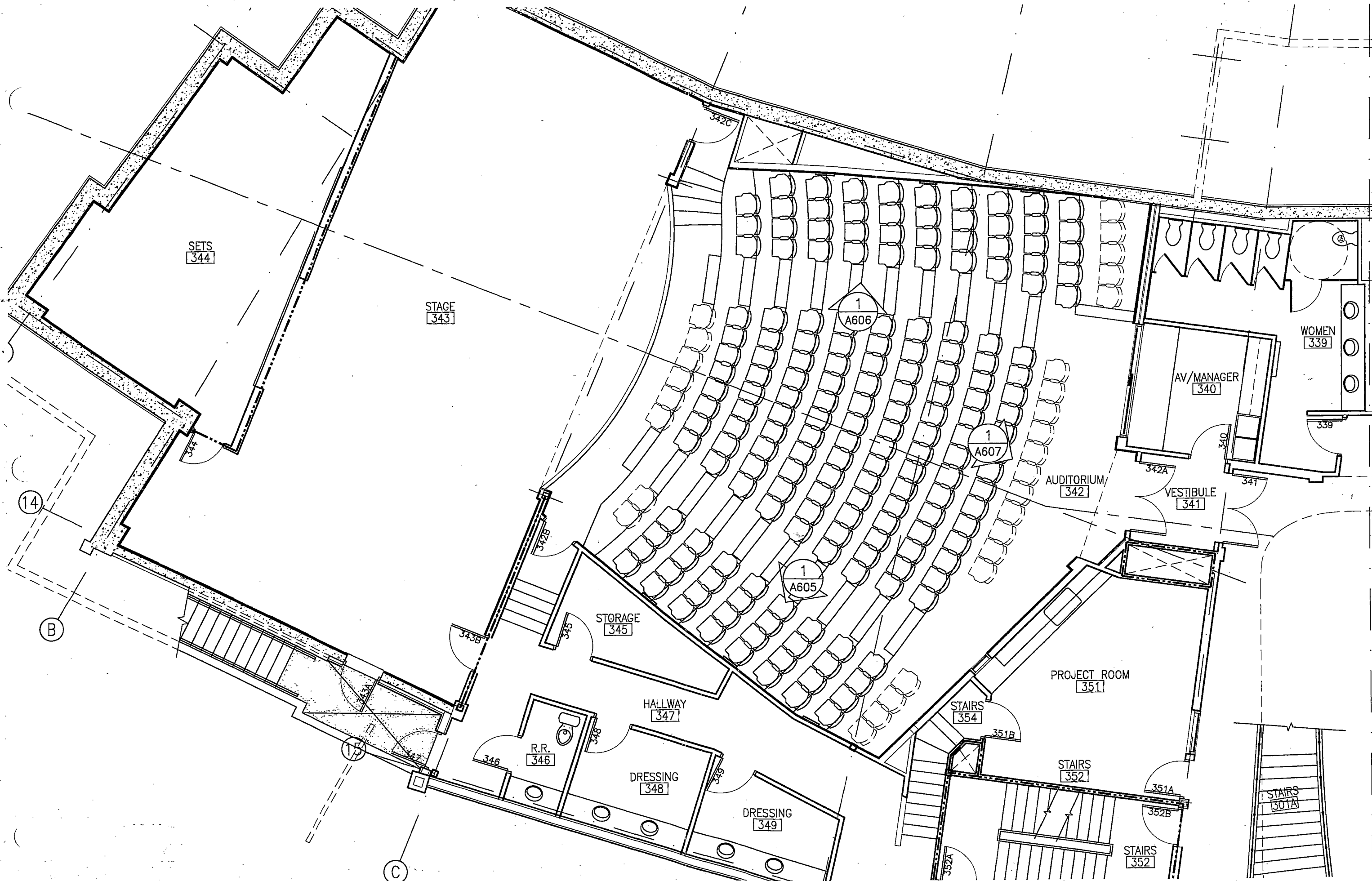
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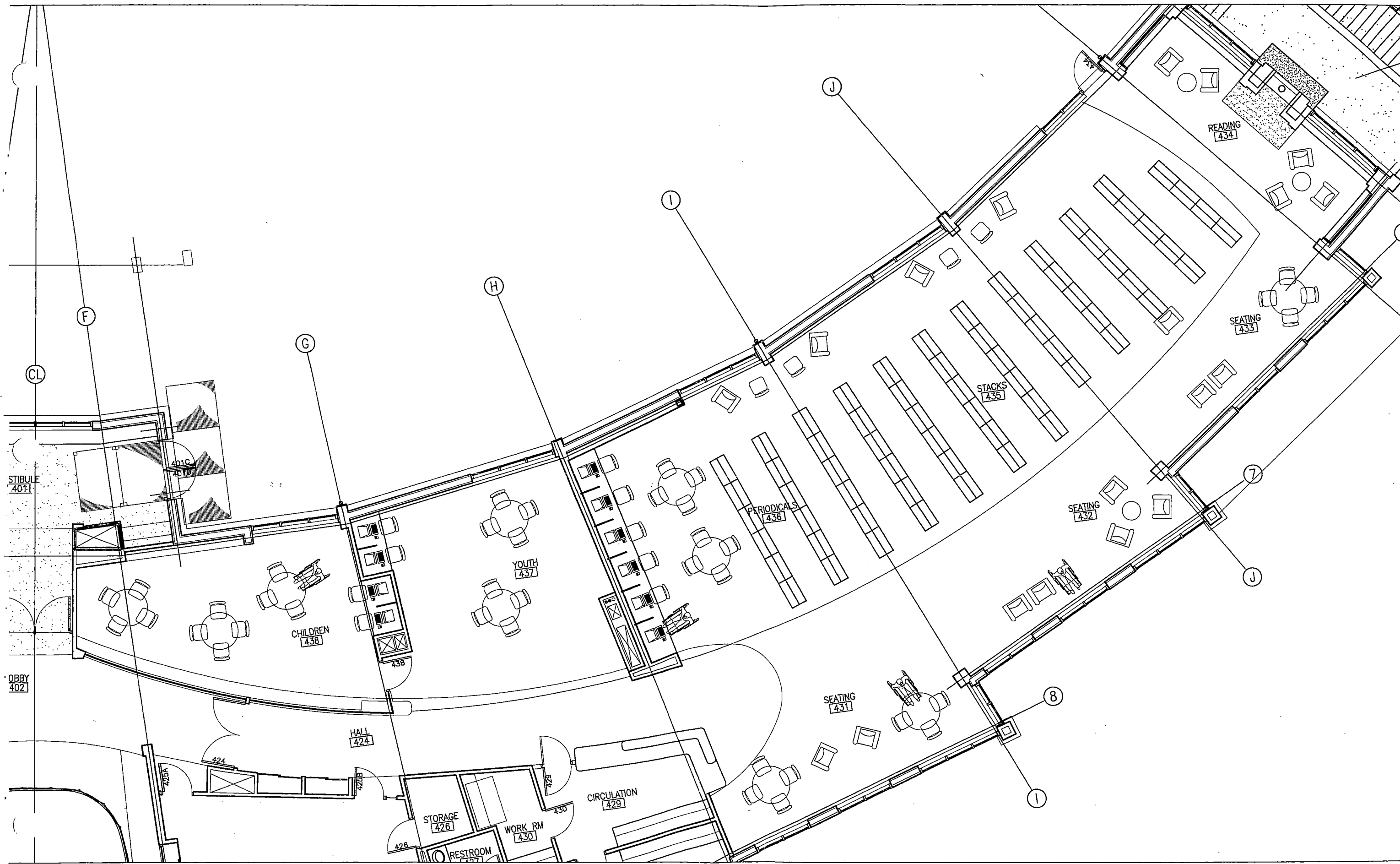
Exhibit Walls —————

Windows —————

Roll Up Grating = = = = =

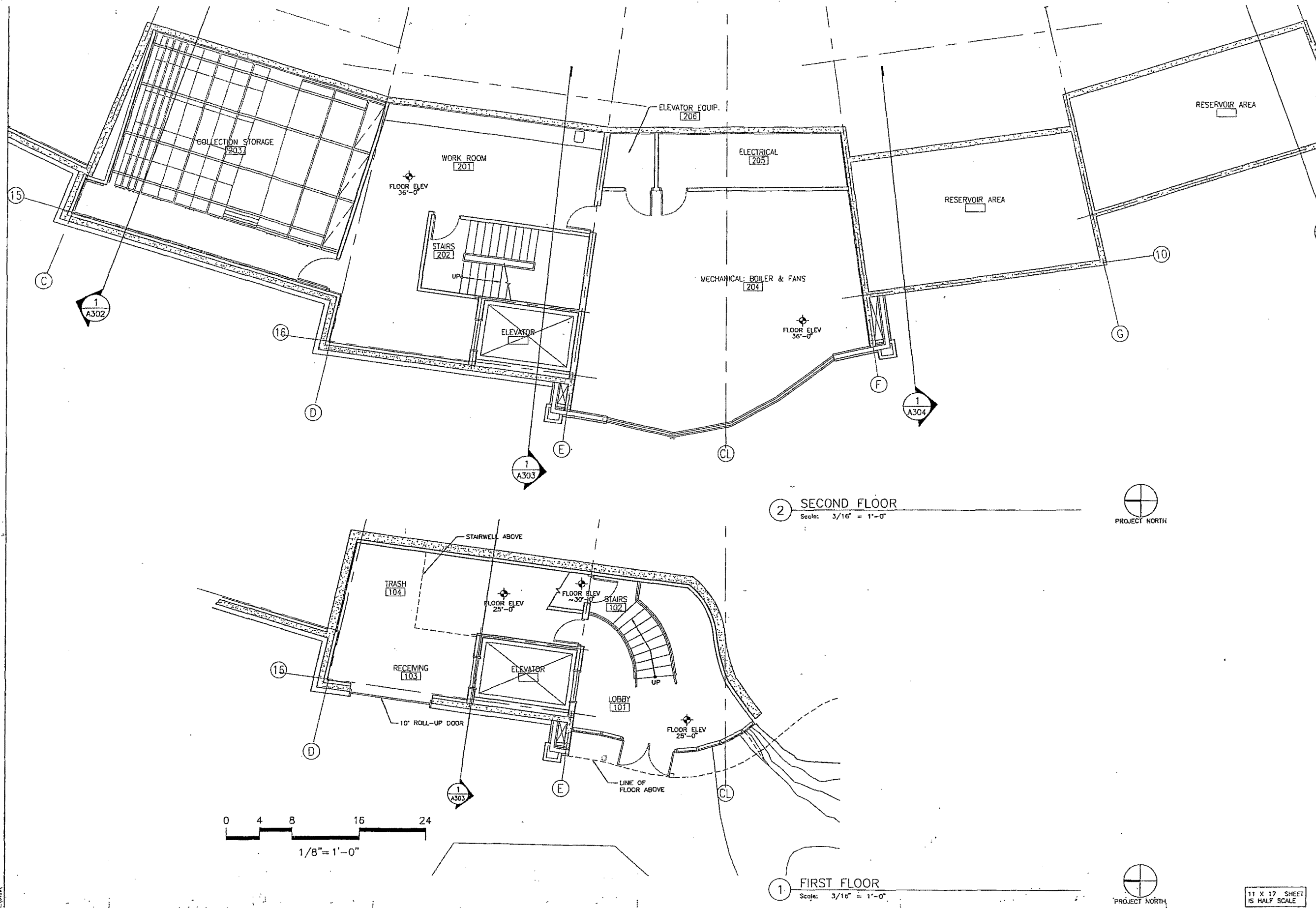
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	Location: Cordova, AK			
	Scale: 3/16" = 1'		Date: 10 / 06	
	PO Box 241023 • Douglas, Alaska 99824 • 907.586.2187 • 907.586.2106 FAX • exhibits@gcl.net			





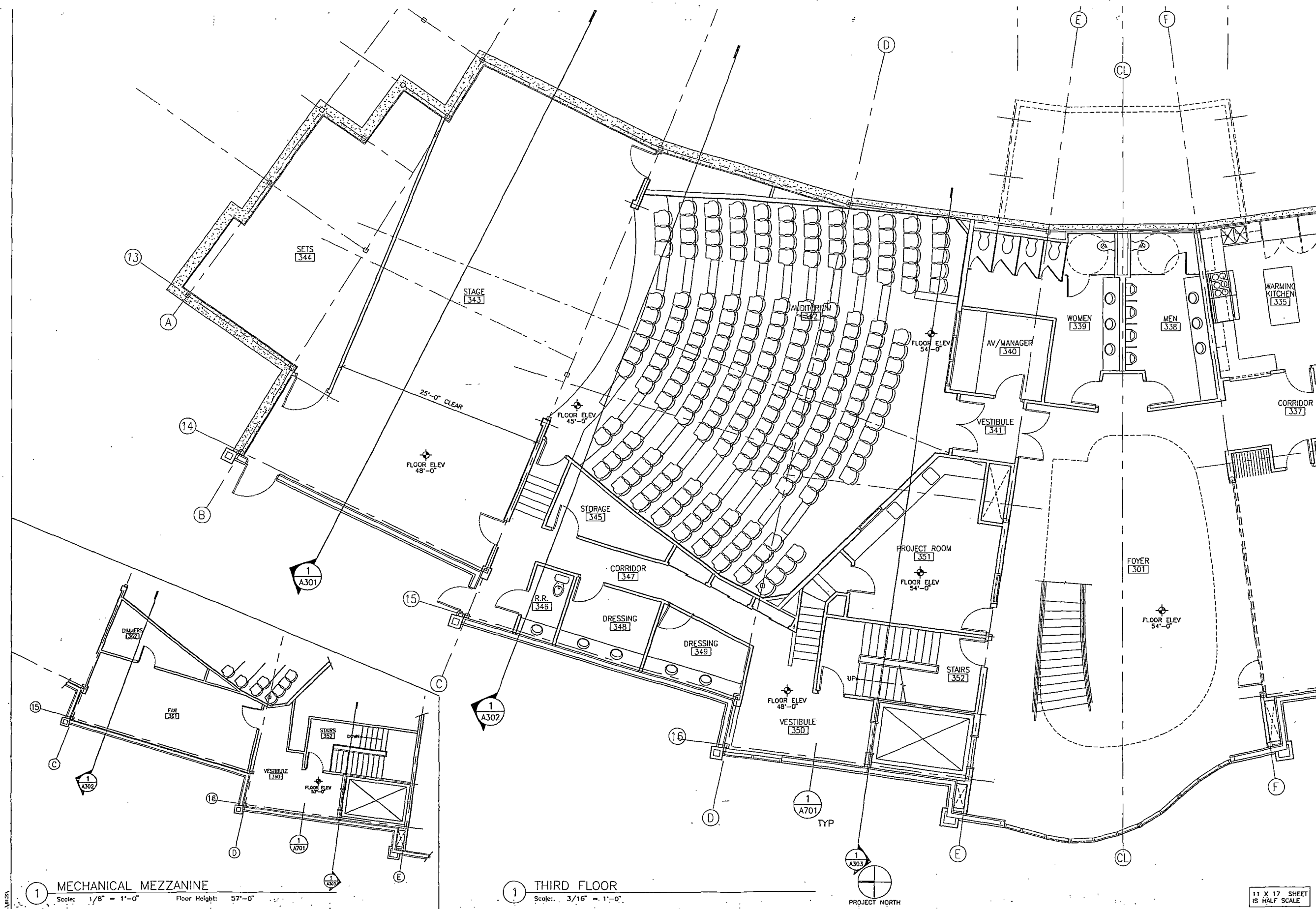






<b>MRV</b> MINCH RITTER VOELCKERS ARCHITECTS 907-586-1371 FAX 907-463-5544 mrv@mrvarchitects.com	DESIGN DEVELOPMENT <b>CORDOVA CENTER</b> FOR THE CITY OF CORDOVA	SHEET TITLE: <b>FIRST &amp; SECOND FLOOR</b>
	DATE: NOVEMBER 2004 SCALE: 1/8" = 1'-0" DRAWN: DE CHECKED: PV	SHEET NO. <b>A201</b>

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IS HALF SCALE



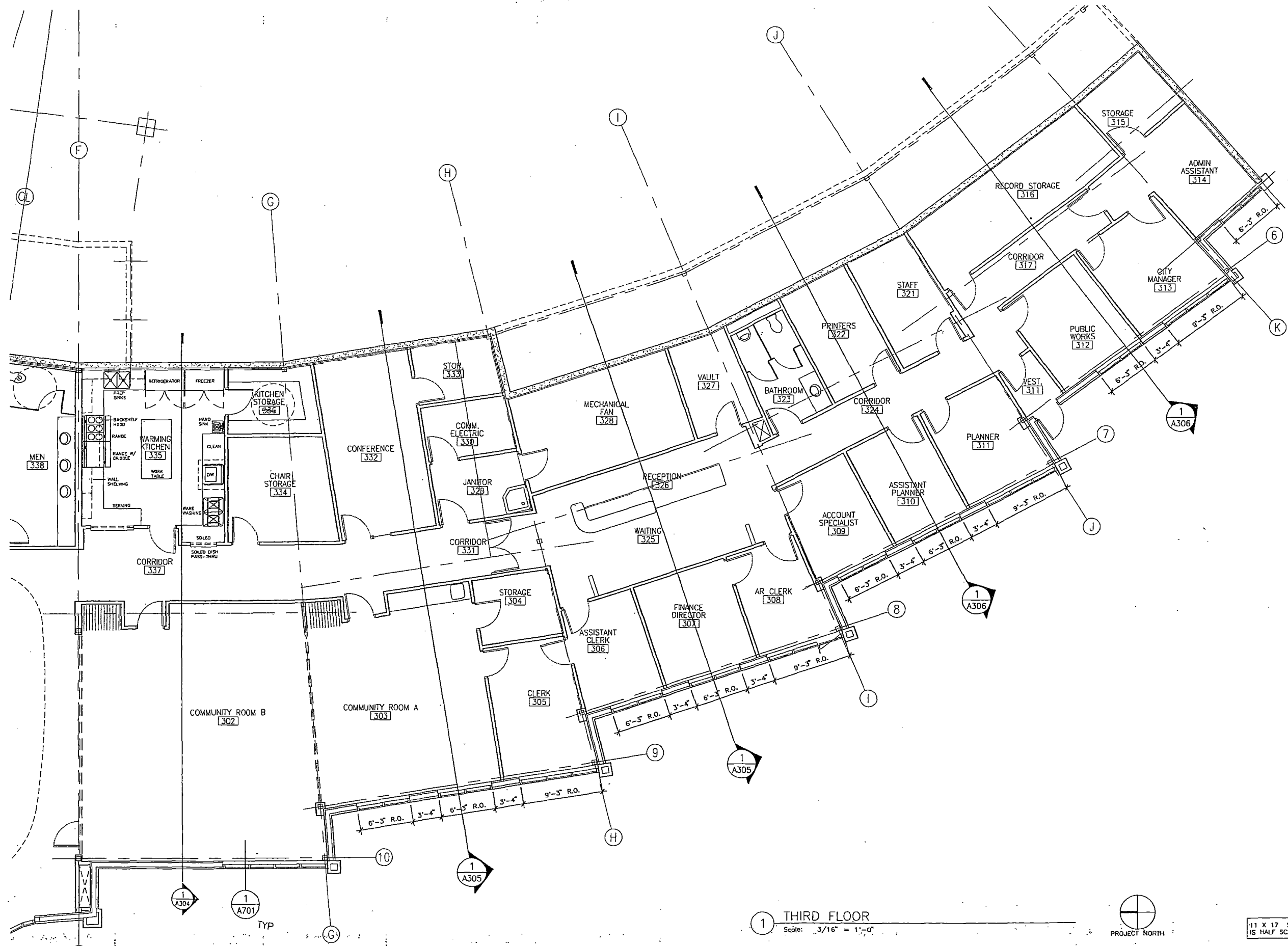
1 MECHANICAL MEZZANINE  
Scale: 1/8" = 1'-0" Floor Height: 57'-0"

1 THIRD FLOOR  
Scale: 3/16" = 1'-0"

11 X 17 SHEET  
IS HALF SCALE

<b>MRV</b> MINCH RITTER VOELCKERS ARCHITECTS 907-586-1371 800 GLACIER AVENUE #A JUNEAU, ALASKA 99801 FAX 907-463-5544 mrv@mrvarchitects.com	
DESIGN DEVELOPMENT <b>CORDOVA CENTER</b> FOR THE CITY OF CORDOVA	MRV # 0209
SHEET TITLE: <b>PARTIAL THIRD FLOOR</b>	
DATE: NOVEMBER 2004 SCALE: 1/8" = 1'-0" DRAWN: DE CHECKED: PV	
SHEET NO. <b>A202</b>	





1 THIRD FLOOR  
Scale: 3/16" = 1'-0"



11 X 17 SHEET  
IS HALF SCALE

DESIGN DEVELOPMENT  
**CORDOVA CENTER**

**MRV**  
MINCH RITTER VOELCKERS ARCHITECTS

907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com

800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

SHEET TITLE:  
PARTIAL THIRD FLOOR

DATE: NOVEMBER 2004  
SCALE: 1/8" = 1'-0"  
DRAWN: DE  
CHECKED: PV

SHEET NO.  
**A203**

FOR THE  
CITY OF CORDOVA

MRV # 0209

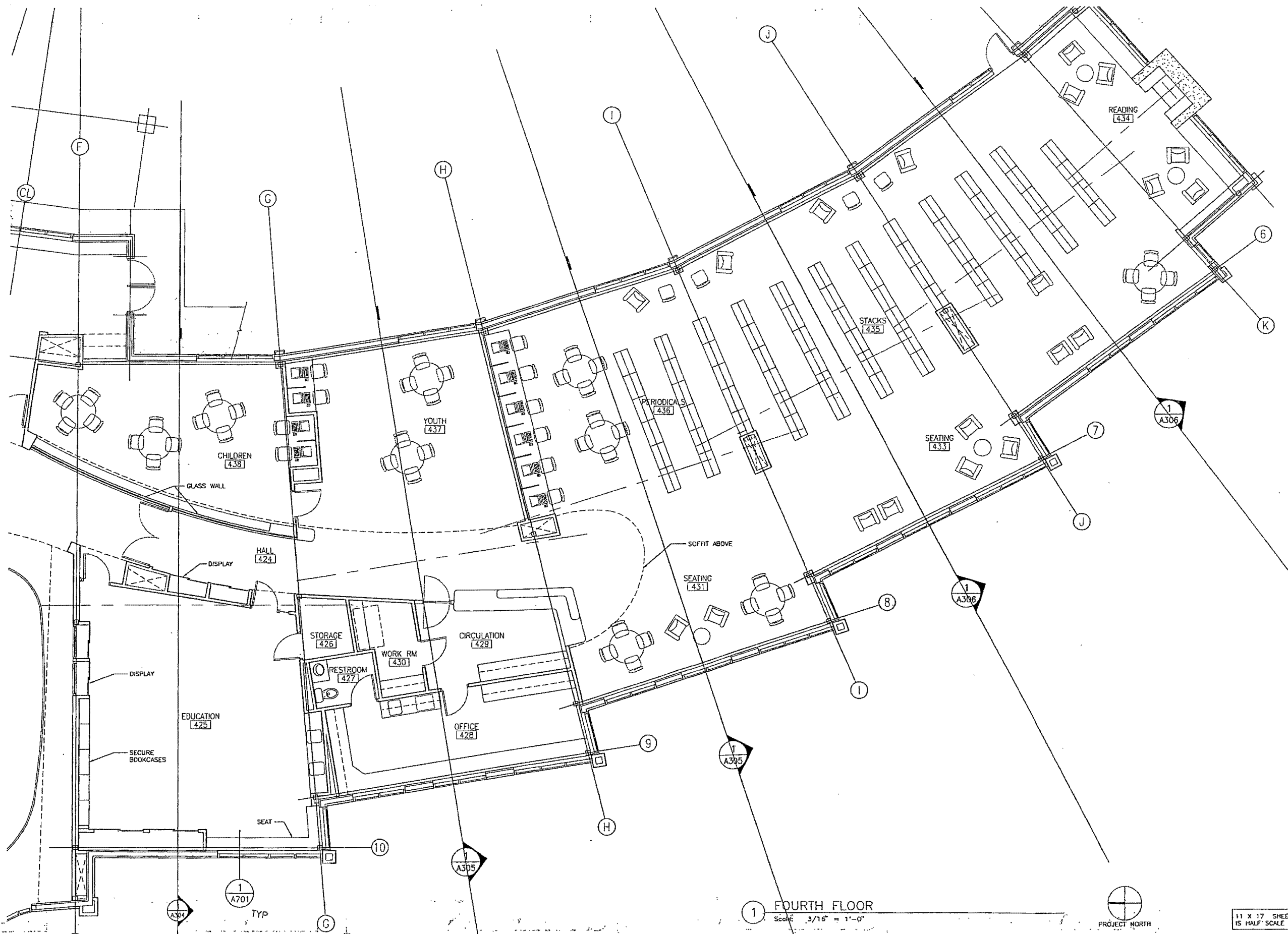


1 FOURTH FLOOR  
Scale: 3/16" = 1'-0"



11 X 17 SHEET  
IS HALF SCALE

<b>MRV</b> MINCH RITTER VOELCKERS ARCHITECTS 907-586-1371 FAX 907-463-5544 mrv@mrvarchitects.com		800 GLACIER AVENUE #A JUNEAU, ALASKA 99801
		MRV # 0209
DESIGN DEVELOPMENT <b>CORDOVA CENTER</b> FOR THE CITY OF CORDOVA		
SHEET TITLE: <b>PARTIAL FOURTH FLOOR</b>		
DATE: NOVEMBER 2004 SCALE: 1/8" = 1'-0" DRAWN: DE CHECKED: PV		
SHEET NO. <b>A204</b>		



1 FOURTH FLOOR  
Scale: 3/16" = 1'-0"



11 X 17 SHEET  
IS HALF SCALE

DESIGN DEVELOPMENT

# CORDOVA CENTER

FOR THE  
CITY OF CORDOVA

**MRV**  
MINCH RITTER VOELCKERS ARCHITECTS

907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com  
800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

MRV # 0209

SHEET TITLE:  
PARTIAL FOURTH  
FLOOR

DATE: NOVEMBER 2004  
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CHECKED: PV

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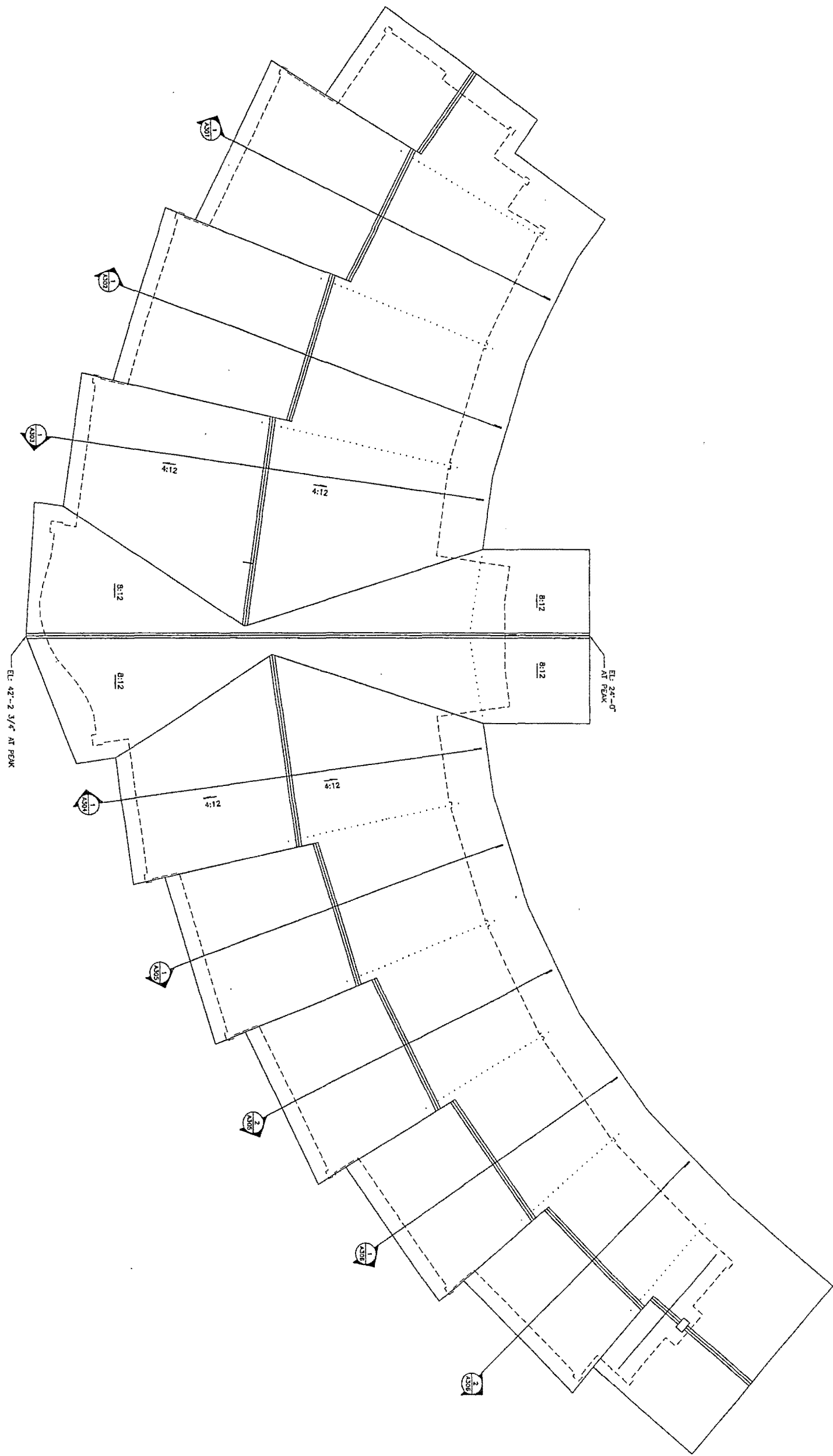
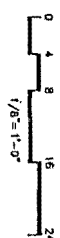


1/8" = 1'-0"

1 ROOF PLAN  
Scale 1" = 10'



11 X 17 SHEET  
IS HALF SCALE



DESIGN DEVELOPMENT

CORDOVA CENTER

FOR THE  
CITY OF CORDOVA

MRV # 0209

MRV

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800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

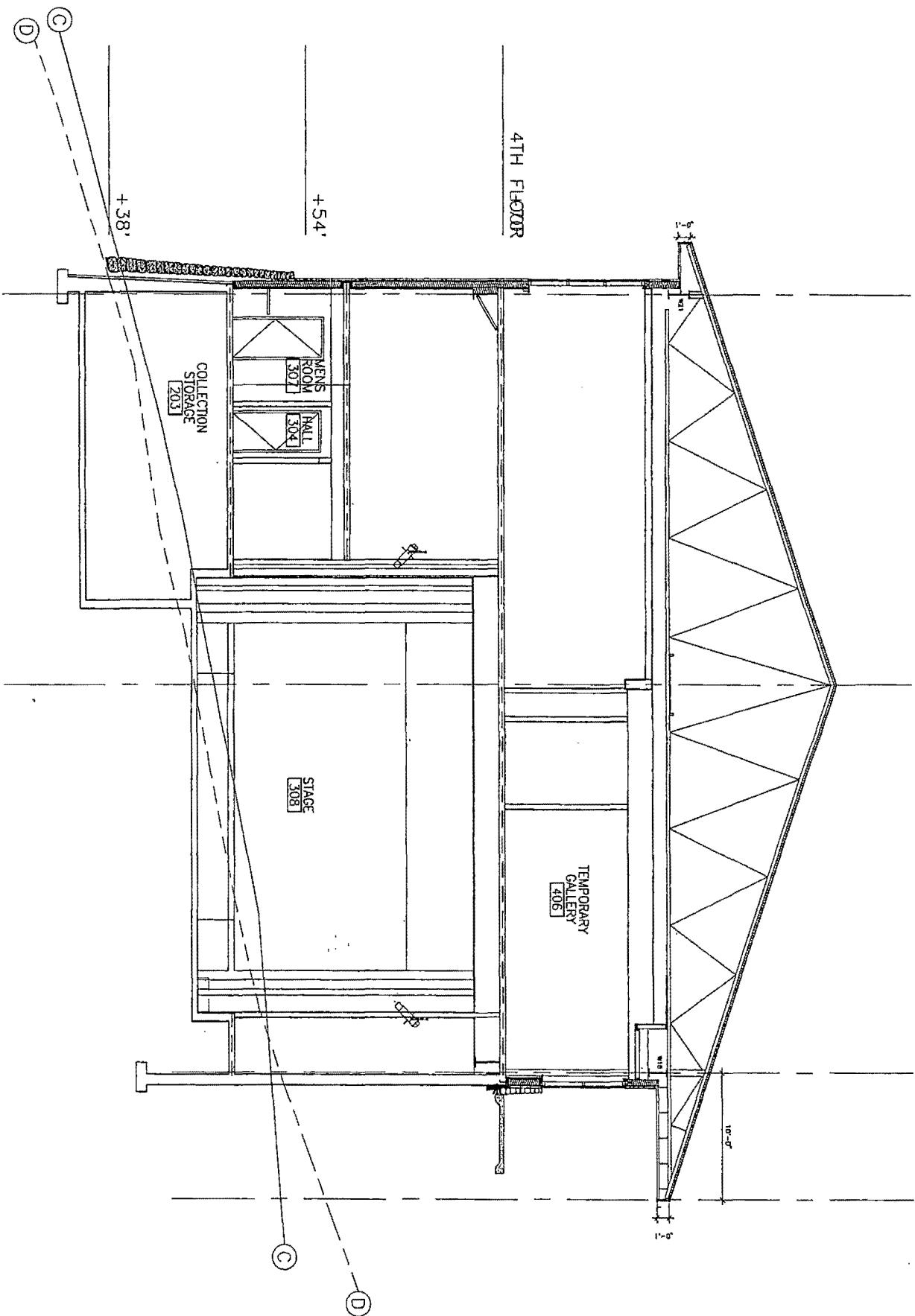
907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com

SHEET TITLE:  
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DATE: NOVEMBER 2004  
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DRAWN: DE  
CHECKED: PV

SHEET NO.

A251



1 SECTION AT GRID C AND D  
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11 X 17 SHEET  
IS HALF SCALE

A302

DATE: NOVEMBER 2004  
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CHECKED: PV

SHEET TITLE:  
SECTION

DESIGN DEVELOPMENT

CORDOVA CENTER

FOR THE  
CITY OF CORDOVA

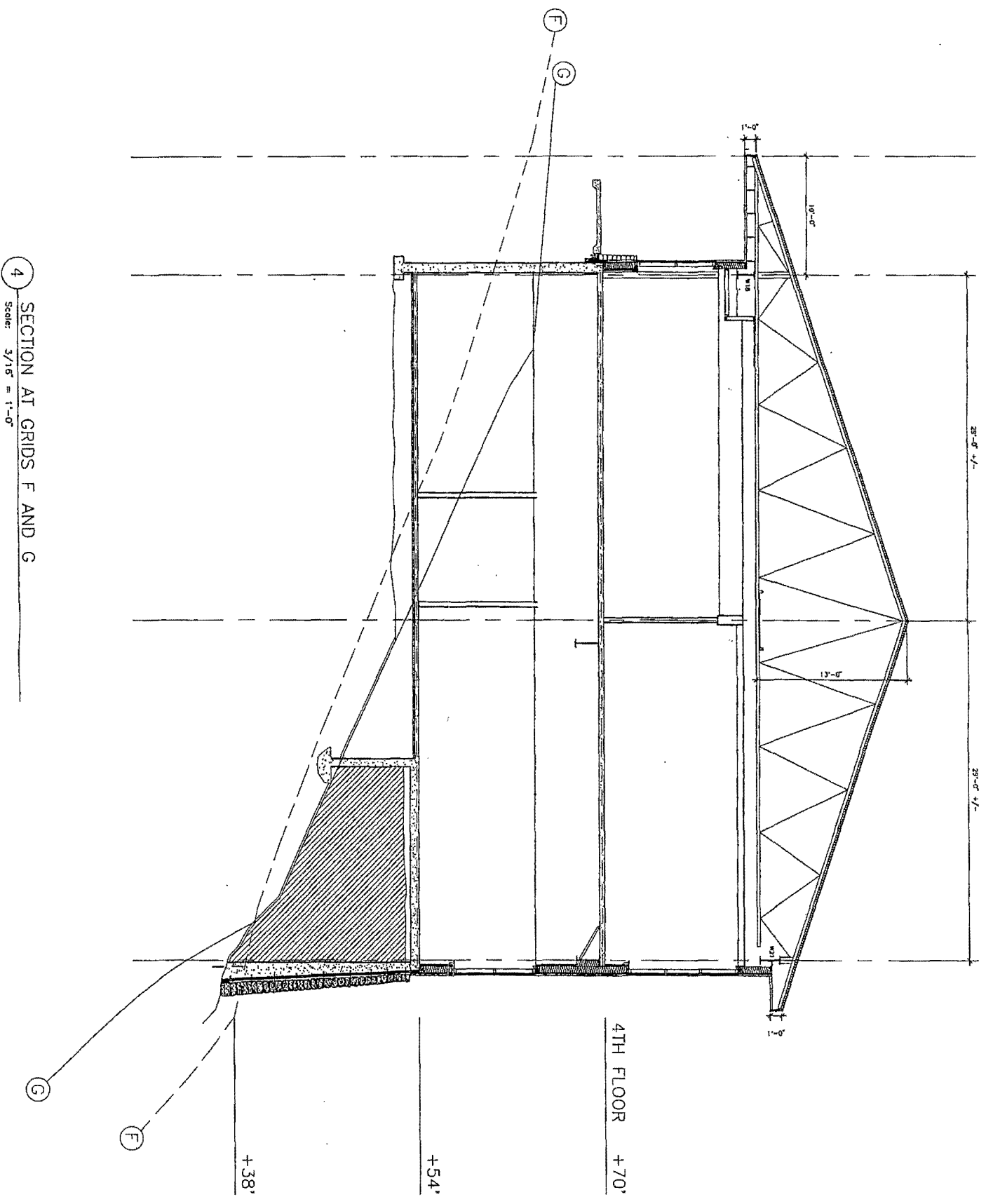
MRV # 0209

MRV

MINCH RITTER VOELCKERS ARCHITECTS

800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com



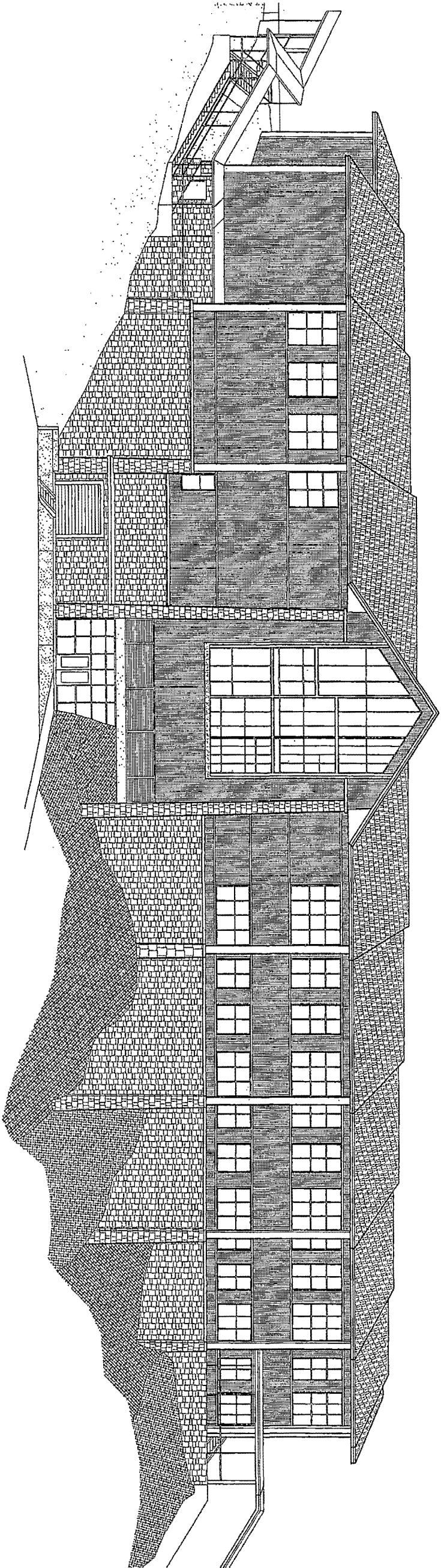
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11 X 17 SHEET  
1/8" HALF SCALE

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DATE: NOVEMBER 2004  
SCALE: 3/16" = 1'-0"  
DRAWN: AL  
CHECKED: PV





2 WEST ELEVATION  
Scale: 3/32" = 1'-0"

11 X 17 SHEET  
IS HALF SCALE

DESIGN DEVELOPMENT

## CORDOVA CENTER

FOR THE  
CITY OF CORDOVA

MRV # 0209

### MRV

MINCH RITTER VOELCKERS ARCHITECTS

800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

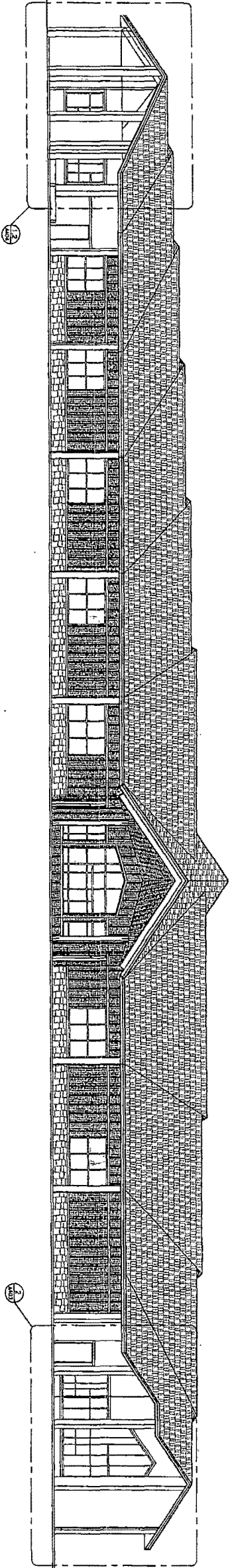
907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com

SHEET TITLE:  
WEST  
ELEVATION

DATE: NOVEMBER 2004  
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DRAWN: LD  
CHECKED: PV

SHEET NO.

# A401



2 EAST ELEVATION  
Scale: 3/32" = 1'-0"

11 X 17 SHEET  
IS HALF SCALE

DESIGN DEVELOPMENT

## CORDOVA CENTER

FOR THE  
CITY OF CORDOVA

MRV # 0209

# MRV

MINCH RITTER VOELCKERS ARCHITECTS

800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

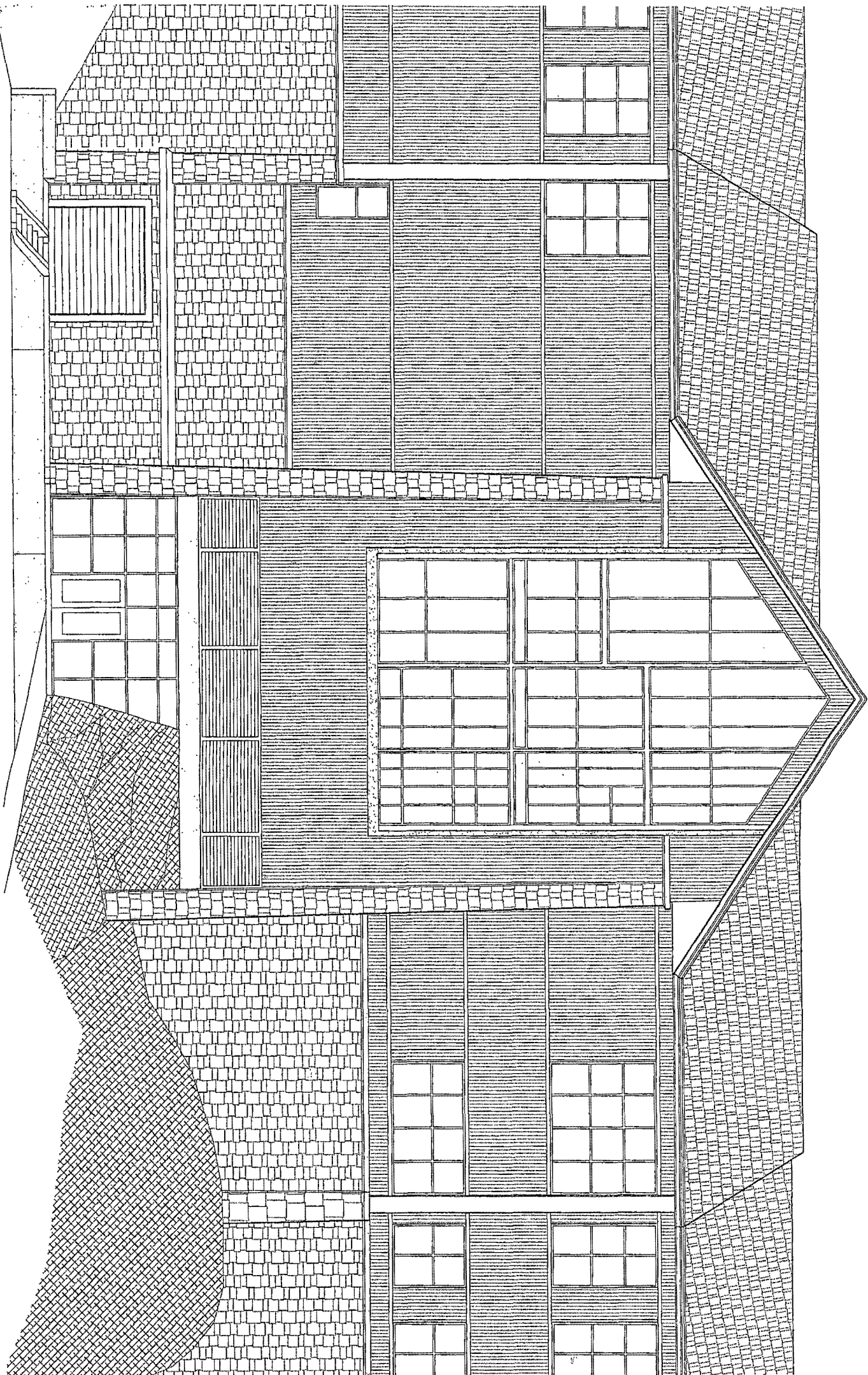
907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com

SHEET TITLE:  
EAST  
ELEVATION

DATE: NOVEMBER 2004  
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CHECKED: PV

SHEET NO.

# A402



1 FOYER ENLARGED ELEVATION  
Scale: 3/16" = 1'-0"

11 X 17 SHEET  
IS HALF SCALE

DESIGN DEVELOPMENT

## CORDOVA CENTER

FOR THE  
CITY OF CORDOVA

MRV # 0209

# MRV

MINCH RITTER VOELCKERS ARCHITECTS

800 GLACIER AVENUE #A  
JUNEAU, ALASKA 99801

907-586-1371  
FAX 907-463-5544  
mrv@mrvarchitects.com

SHEET TITLE:

FOYER ENLARGED  
ELEVATION

SHEET NO.

DATE: NOVEMBER 2004  
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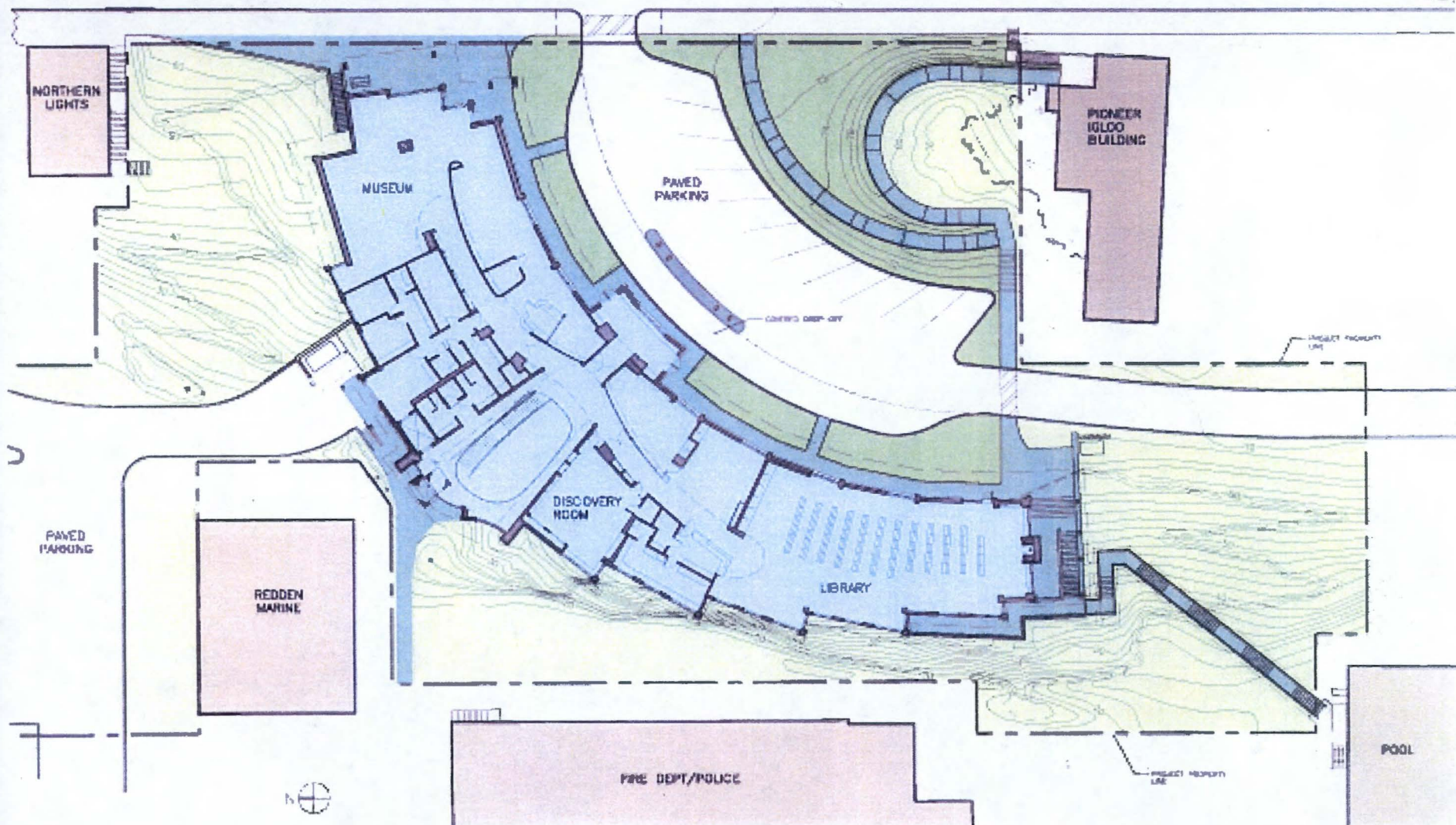
# **The Cordova Center**

*Centerpiece of Cordova's  
Economic and Cultural Resurgence*

*A community-based project developed  
to address the needs of  
Cordovans and benefit the  
Prince William Sound Region and the State of Alaska*

- *Site and Architectural Design of the project developed through numerous community public meetings 2002-2004*
- *Land for the preferred Site purchased by the City of Cordova 2005*
- *Site provides transportation link and connection between Cordova's busy harbor and active business district.*
- *Provides ADA accessibility to all government services in the facility*
- *Provides space for an expanded museum, library and community education rooms*
- *Provides theatre / performance space for the community*
- *Provides conference and meeting space to spur economic development within the community and PWS Region*
- *Construction documents (85%) are complete at this time*
- *Total Project Cost is estimated \$17.5 million; 3.7 million secured*
- *Commitment to sustainable, energy efficient design to assist in long term operations and maintenance costs.*
- *A business plan for the Cordova Center is complete.*
- *Community partners include: Native Village of Eyak; U.S. Forest Service; Prince William Sound Science Center; Cordova School District; Cordova Historical Society; Stage of the Tides; Cordova Arts and Pageants and many, many others.*
- *The Cordova Community has raised to date over \$20,000 through special events, silent auctions, individual donations and other activities.*



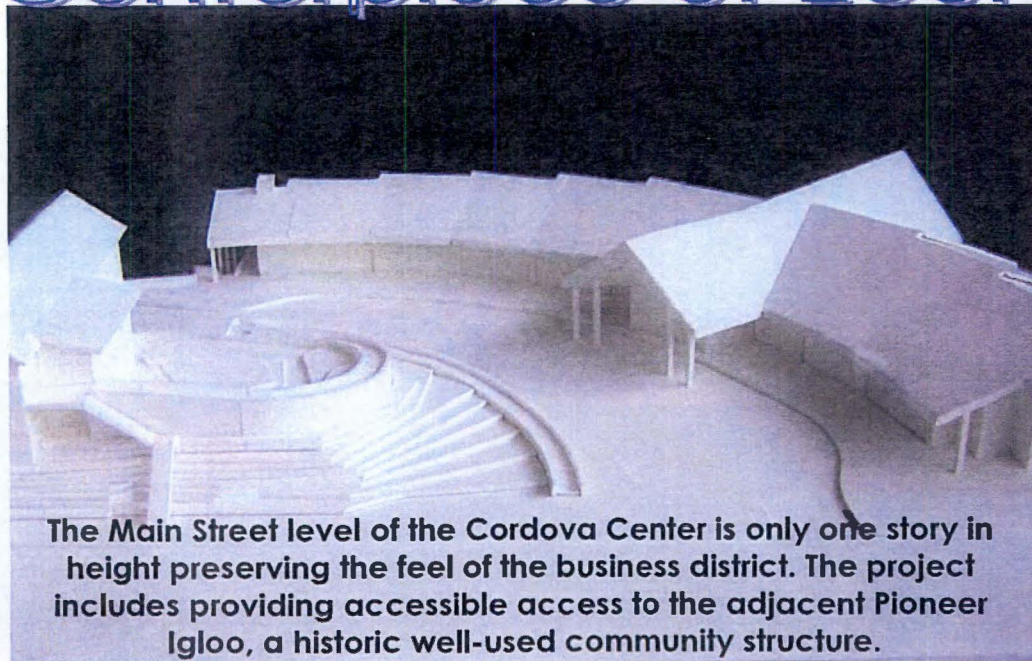




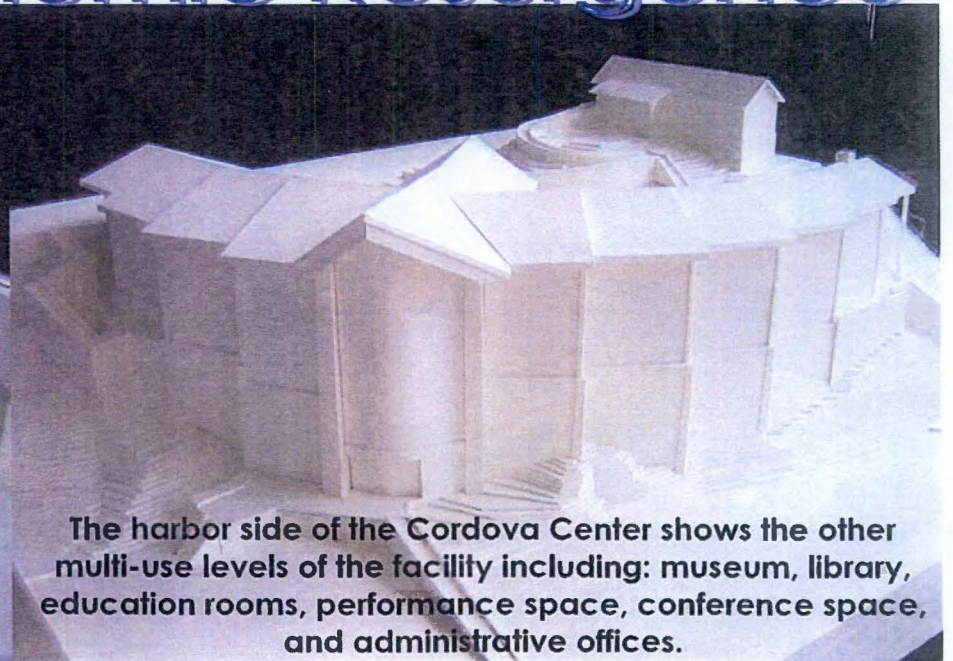
# The Cordova Center Project



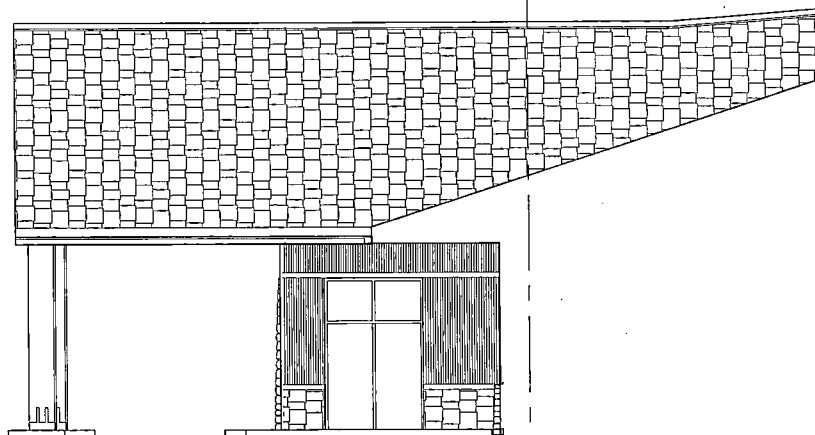
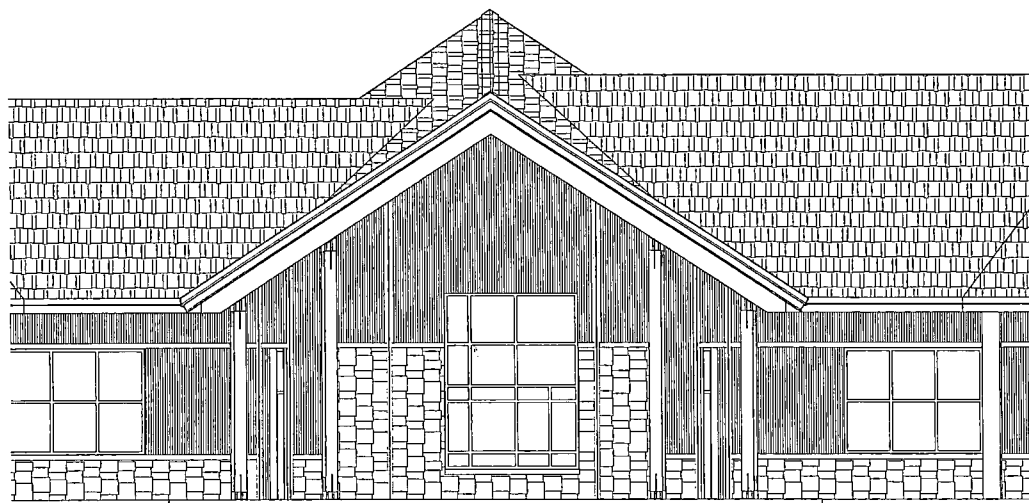
## Centerpiece of Economic Resurgence



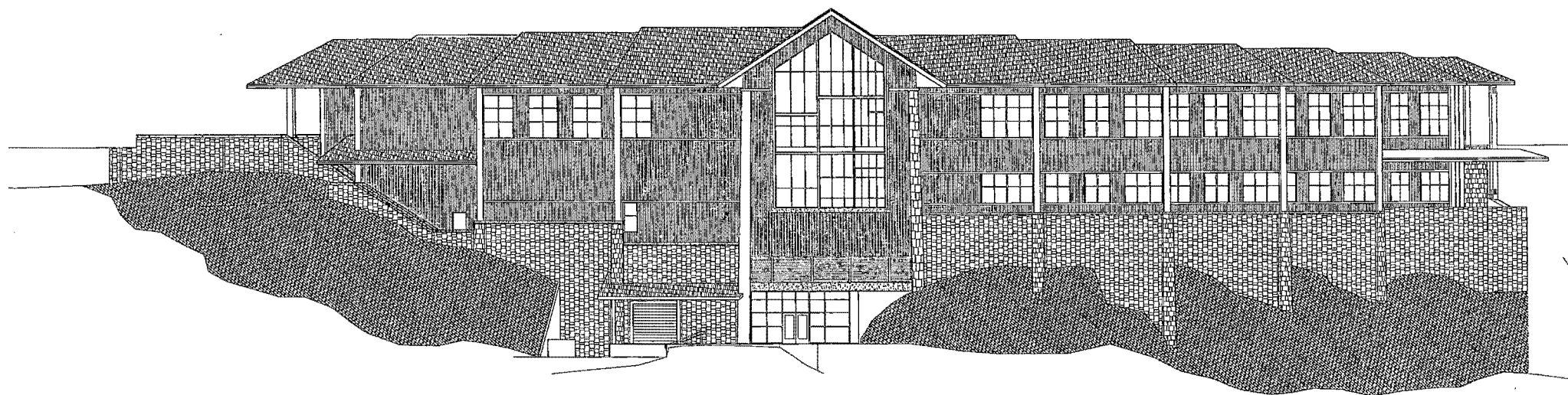
The Main Street level of the Cordova Center is only one story in height preserving the feel of the business district. The project includes providing accessible access to the adjacent Pioneer Igloo, a historic well-used community structure.



The harbor side of the Cordova Center shows the other multi-use levels of the facility including: museum, library, education rooms, performance space, conference space, and administrative offices.











**SENATOR ALBERT M. KOOKESH**  
**REPRESENTATIVE BILL THOMAS**  
SENATE DISTRICT C, HOUSE DISTRICT 5

State Capitol

Juneau AK, 99801-1182

November 13, 2006

The Honorable Tim Joyce  
Mayor of Cordova  
P.O. Box 1210  
Cordova, AK 99574

Dear Mayor Joyce:

We would like to extend our continued support for the Cordova Center. This project will benefit Cordova, its residents and visitors in so many ways while directly affecting the human services restoration of a community deeply affected by the Exxon Valdez Oil Spill.

We certainly acknowledge the importance of continuing the outstanding scientific research conducted by the Prince William Sound Science Center and the independent researchers in Cordova and elsewhere in Prince William Sound. We know that many of the Trustees have been briefed on this project over the past two years, and we feel that the request of funds for construction of portions of the Cordova Center that have a nexus to the Exxon Valdez Oil Spill is justified and long overdue.

The City of Cordova has shown us that it is committed to funding the long-term operations and maintenance of this important facility and the City has done an excellent job of surveying the community about its needs while planning this project. Although many agree that the 1989 oil spill impacted humans and human services, it is more difficult to come to a consensus on tangible methods for restoration of those impacts. We concur with the City and the outgoing state administration that the Cordova Center can accomplish this restoration goal.

The Cordova Center will diversify and strengthen Cordova's local economy which is currently based on the fishing industry. It will provide space for scientific symposiums, and oil spill response training sessions. It will serve as an emergency response center, provide meeting space and will serve as the archive repository for historical oil spill documents.

Mayor Tim Joyce  
November 13, 2006  
Page 2

The Cordova Center will be a 34,000 square foot, ADA accessible multi-use facility designed to address the following EVOSTC, community, and regional needs:

- public outreach and information sharing center for EVOS Trustee Council;
- research sharing venue for Gulf of Alaska Ecosystem Monitoring and Research Program;
- diversification of Cordova's injured fishing and tourism-based economy;
- economic revitalization locally and regionally.

Upon completion of construction the Center will provide


- venue to host symposia, workshops, classes;
- library supporting scientific research and offering online access to EVOS program reports;
- repository for EVOS documents;
- Science Discovery Room;
- museum exhibit on oil spill history and advances in science, technology and industry stimulated by the spill;
- Oil Spill Response Emergency and Communications Center;
- GEM research findings educational displays, restoration effort results, art representing Delta and Sound ecosystems;
- Visitor Center promoting PWS tourism, outdoor recreation, seafood marketing.

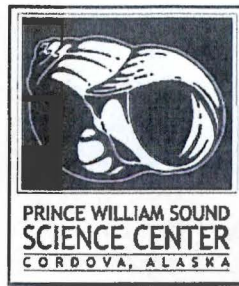
The Cordova Center has been under intense scrutiny from the community, the legislature and state government for the past 4 years, and all have agreed that this is the right project to forward the human services restoration so lacking in our community since March 24, 1989. It is time to make our Alaskan coastal communities whole again.

We strongly urge the Trustees to make this project a reality. The Exxon Valdez Oil Spill Trustee Council can play a very major role in the economic turn-around of this oiled community. Your actions can leave a lasting legacy that will serve and teach generations of Alaskans about the lessons learned from this catastrophic event.

Sincerely,

  
Senator Albert Kookesh  
Senate District C

  
Representative Bill Thomas  
House District 5



October 31, 2006

Mayor Tim Joyce  
City of Cordova  
P.O. Box 1210  
Cordova, AK 99574

Dear Mayor Joyce:

I am pleased to write this letter in support of the Cordova Center which will benefit Cordova residents in many ways, and also can be directly linked to restoration following the Exxon Valdez oil spill (EVOS). The Prince William Sound Science Center has worked with the City for almost a decade in planning and developing this project. The Cordova Center provides for the consolidation of library and museum services into a new, energy-efficient complex which will also include most city hall offices and a small auditorium. This will result in a dramatic facelift of our downtown while, at the same time, it will strengthen the community's spirit and services.

The City has done an excellent job of surveying the community about its needs and planning this project which is a basic city services project and also has links to the EVOS event. While many agree that the 1989 oil spill impacted humans and human services, it is more difficult to agree on tangible methods for restoration of those impacts but I think the Cordova Center will help accomplish this.

One link of this project to restoration following EVOS includes enhanced library and museum resources being made available to residents and visitors to Cordova. This year, many in the graduating class of Cordova High School will have been born in 1989, the year of the oil spill. Additionally, as new residents arrive in Cordova, it is important for our community to provide excellent museum exhibits, audio-visual materials and other library resources on the oil spill event and the results of the many research projects related to that event. Although new technologies, including the internet, can provide a wealth of materials, it still is critical to have librarians and museum curators who can direct patrons to appropriate resources.

A second link to restoration is to oil spill related educational programs coordinated by our staff in partnership with the U.S. Forest Service. *Science of the Sound* is the umbrella for a variety of educational projects that are offered to students of all ages through both the Cordova and Chugach School Districts. The Cordova Center includes a multi-purpose room that will be prioritized for use by *Science of the Sound* educators. This room will be



a big improvement and replace smaller classroom space currently used at the Cordova branch of Prince William Sound Community College.

Finally, the third link to restoration within the Cordova Center project is the auditorium with seating for just over 200 people. This new facility will make possible national and international professional meetings that require larger space than is now available in Cordova. The Prince William Sound Science Center and Oil Spill Recovery Institute have promoted construction of such a facility for more than 15 years because it will offer more opportunities for us to host scientists and others to share results of their research.

Sincerely,

Nancy Bird  
President, PWS Science Center  
Executive Director, PWS Oil Spill Recovery Institute

Kodiak Waste Management Plan

\$2,124,500 EVOS Civil Settlement Funds

A waste management plan, including facilities helps reduce marine pollution through proper disposal of common pollutants, such as waste oil and hazardous household waste. This plan provides disposal facilities and equipment for Kodiak, Old Harbor, Akhiak, Karluk, Larens Bay, Port Lions and Ouzinkie.

Alutiiq Museum

\$1,500,000 EVOS Civil Settlement Funds

Archaeological repository and facilities for the Alutiiq Museum, making it the first museum in the spill region with proper facilities for care, cleaning and storage of archaeological artifacts.

Alaska Sea Life Center

\$26,500,000 EVOS Civil Settlement Funds

Partially funded this \$55 million research and education facility in Seward. Criminal funds provided another \$12.5 million.

Homer's Mariner Park

EVOS Civil Settlement Funds

Plan for restoration of this highly stressed intertidal habitat for benefit of shorebirds, intertidal biota and recreational users.

Lower Cook Inlet Waste Management Plan

EVOS Civil Settlement Funds

A waste management plan, including some facilities, will help reduce marine pollution by eliminating sources such as waste oil and hazardous household waste.

Sound Waste Management Plan

\$1.4 million EVOS Civil Settlement Funds

A waste management plan, including facilities, helps reduce marine pollution through proper disposal of common pollutants, such as waste oil and hazardous household waste. Facilities were constructed in Whittier, Chenega, Tatitlek, Valdez and Cordova.





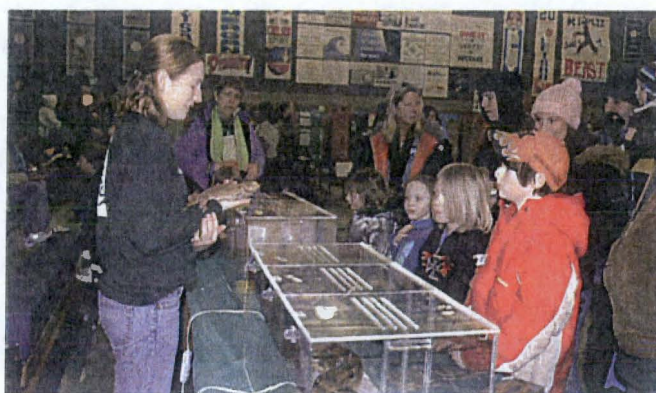
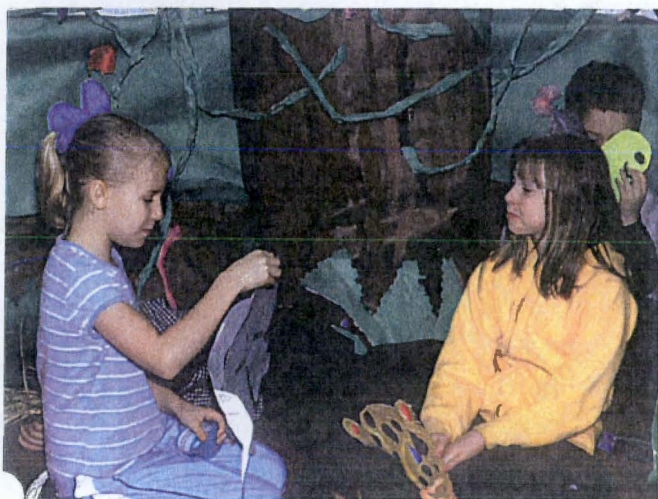
# CORDOVA CENTER PROJECT

## EDUCATION

### BACKGROUND

The community of Cordova is planning for the construction of a 33,929 square foot, fully ADA accessible, multi-use facility. The Cordova Center will include a museum, library, performing arts theatre/auditorium, meeting rooms, education rooms and associated workspaces.

Motivation for a portion of this project centered on a need for expanded areas for the educational and children's programs that currently take place in inefficient community sites. Mt. Eccles Elementary students, homeschool students and preschool children all attend programs held at the library and museum. Mt. Eccles Elementary students, homeschool students, and preschool children all attend programs within the library and museum. The science-based Discovery Room education program is housed within two classrooms in the community college. Community music and education programs are held in the elementary school cafeteria.



### LIBRARY & MUSEUM

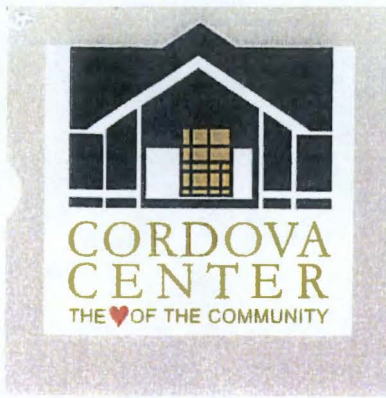
The Cordova Library and Cordova Museum provide unique learning opportunities for community youth. For instance, the museum developed and implemented an "After School Art Class" for youth in grades K-8. The library also serves as the elementary school library for 200 pre-kindergarten to sixth grade children.

A variety of literacy activities and programs are provided for the youth in the community. Story times and a summer reading program encourage youth to continue to build their reading skills and love of reading. The library also serves as a cultural facility, providing film festivals, author visits, and other programs to enhance our quality of life.

### DISCOVERY SCIENCE

Developed through a partnership of the Prince William Sound Science Center and the U.S. Forest Service, the Science Discovery Program is currently located in two small rooms at the community college. The staff provides a variety of education programs and demonstrations for youth. Students participate in a different theme-based activity each month. A library collection, also a valuable community resource, is housed in these rooms.





# CORDOVA CENTER PROJECT

## BUSINESS PLAN

The community of Cordova is planning for the construction of the 33,929 square foot fully ADA accessible Cordova Center that will include museum, library, performing arts theatre/auditorium, meeting rooms, education areas, administrative offices and associated work space. This project is founded in the collaboration of the City with the nonprofit Cordova Historical Society, United States Forest Service, Stage of the Tides, Arts and Pageants, Friends of the Library, the Cordova School District, Native Village of Eyak, Prince William Sound Community College, Prince William Sound Science Center, Exxon Valdez Oil Spill Trustee Council, service groups, civic groups and the community.

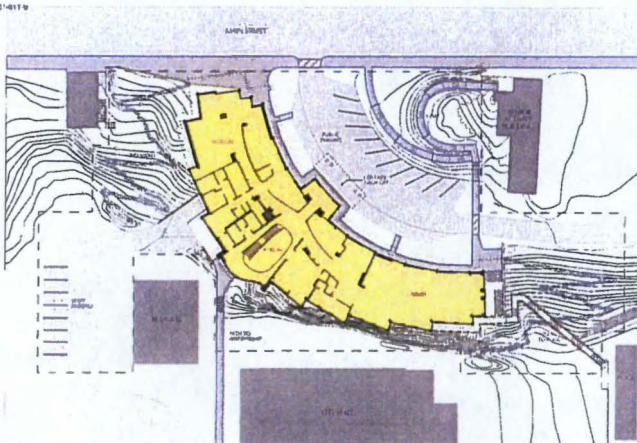
The Cordova Center project addresses goals stated in the Cordova Community Tourism Plan as well as the Comprehensive Development Plan. Building a facility that serves local residents and provides an attraction for businesses as well as seasonal visitors is an important contribution to stable and sustainable economic growth. The increase in services, amenities and opportunities will enhance Cordova's status as a desirable

place to live and raise a family, attracting new residents who will also stimulate the economy.

The City of Cordova serves the entire population of Cordova (2,454) including its federally recognized Native Tribe (The Native Village of Eyak), visitors from Alaska, elsewhere in the U.S. and abroad. Visitors to Cordova include the passengers arriving weekly from Memorial Day to Labor Day on

### PROJECT GOALS

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



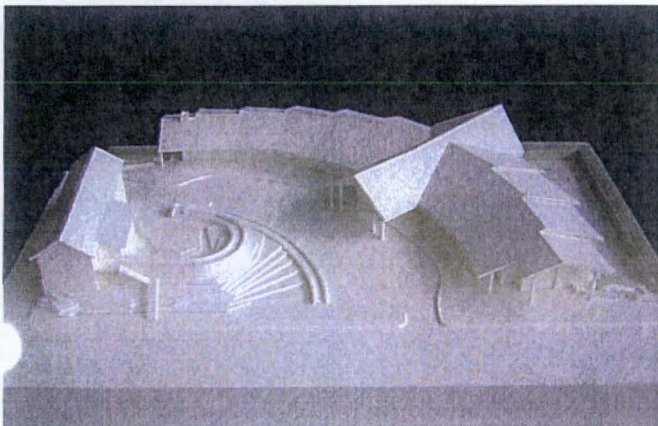
2. Site Plan



Alaska Sightseeing Cruise West, accounting for nearly 1000 people over the cruise ship season. The Iceworm Festival in February attracts approximately 500 attendees, while the Shorebird Festival in May draws upwards of 250 visitors to the community. The First Fish celebration in June brings an additional 100 to 150 tourists each year. Sport fishermen flood the community in mid-August to mid-September, during the silver salmon sport fishing season, adding another 200-300 visitors. The area attracts heli-skiers totaling 30 - 40 outdoor recreationists who spend a week to ten days each in the community during February, March, and April to enjoy this sport.

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

Currently the City utilizes two buildings to house its various offices and departments. Neither of these facilities is energy efficient or large enough to provide space for the growing programs housed in it. The Cordova Historical Museum displays exhibits that bring to life the history of the community. Museum staff works closely with the school district to organize K-6 class visits to share the community's story with children once a month from September through May. Museum attendance reached a high of 13,268 visitors in 2006 and has continued to



average over 10,000 each year since. The Cordova Public Library provides services to patrons from the community and surrounding areas, from Icy Bay to hatcheries in remote parts of Prince William Sound. The library also serves as the elementary school library for 200 pre-kindergarten to sixth grade children. Annual library attendance has increased from 15,447 in

## COMMUNITY NEEDS

The Cordova Center meets three different categories of identified community need:

- 1. Efficient and cost-effective delivery of municipal services** Current facilities in Cordova for museum, library, municipal offices, performing arts, visitor center services, after-school and science discovery education programs are inefficient and inadequate, resulting in high maintenance and operations costs and unsafe working conditions or non-compliance with building and safety codes in some cases. None of the facilities meet ADA standards, thereby limiting access to disabled members of the public. There is no safe pedestrian link between the city's two commercial areas.
- 2. Economic diversification in the community for sustainability** Cordova's dependence on commercial fishing has resulted in an economy that is cyclical in nature and not diverse. This reliance on one industry has led to economic difficulties as fluctuations occur in fishing and fishing related ventures. In addition to the natural cycles, the community of Cordova was heavily impacted by the devastating effects of the 1989 Exxon Valdez oil spill to the economy. The community recognizes a need for economic diversification to promote long-term sustainability.
- 3. Opportunities for future economic growth both locally and regionally** The community does not have convention and meeting venue space to accommodate the current demands from businesses, government agencies and non-profit associations. There is no space to address the anticipated growth in demand for conference facilities as the community expands its market share of conventions, symposiums and small meetings.



2000 to 26,527 in 2008.

The firm of Minch Ritter Voelckers, Inc. was retained as project architects in February 2002. The Cordova Center site was purchased by the City for \$140,000 in February, 2005. The facility will be registered and will seek Gold Certification status with the U.S. Green Building Council through the Leadership in Energy and Environmental Design rating system. Energy efficient design will result in lower operation and maintenance costs, helping to assure sustainability.

HMS Inc. of Anchorage, an engineering firm expert in cost estimates in Alaska, is the project cost consultant firm. The most recent cost estimate, July 2008, puts the base bid for project construction at \$15,253,899. The alternate bid that includes landscaping and stairs up to the Pioneer Igloo is estimated at \$15,597,500. Total project costs are estimated at \$19,827,125. A public/ private funding strategy has been developed for the capital campaign. Primary funding will come from federal and state appropriations, government agencies, foundations and corporations. Local contributions will demonstrate project support. To date \$13,260,406 has been secured from a variety of sources for the Center.

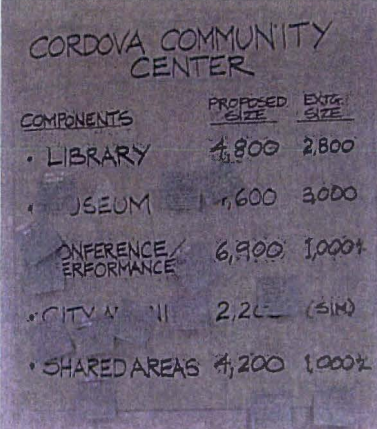
The construction of the Cordova Center will be overseen by the City of Cordova's Project Manager and the City Council. Once funding is in place, an RFP for construction will be advertised. Project architects are responsible for developing the project bid specifications and bid documents. Construction is expected to begin in 2010 and is estimated to take 18 months to complete. A Project Manager will be hired to oversee construction of the facility on behalf of the City of Cordova. During its construction phases, the project will have a significant economic impact on the local community – creating construction jobs and all the ancillary economic benefits of a major project to the community that is housing and supplying the work force.

The Cordova City Council will provide for management of the Cordova Center through the appointed Cordova Center Advisory Committee, which will be comprised of 7 community members, including representatives

from the library, museum, city administration, the Science Discovery Program, Stage of the Tides and the community at large. Guided by their bylaws, this group will work closely with the City Manager and Facility Manager to develop and oversee user policies, fee schedules and security issues. Including the various stakeholders on this committee allows community concerns regarding costs and rules for use to be addressed by those who are aware of each user group's needs and ability to pay for the services. The City Council has final authority over the recommended policies and fees. The operation and maintenance of the facility will be the responsibility of the City Manager working closely with the Information Services Director, Facility Manager and Director of Public Works to assure that marketing, scheduling, maintenance and janitorial duties are carried out in a timely and efficient manner. The City anticipates adding a part-time Marketing Director, part-time Facility Manager, full-time janitorial and full-time maintenance position to be responsible for the operations of the Cordova Center.

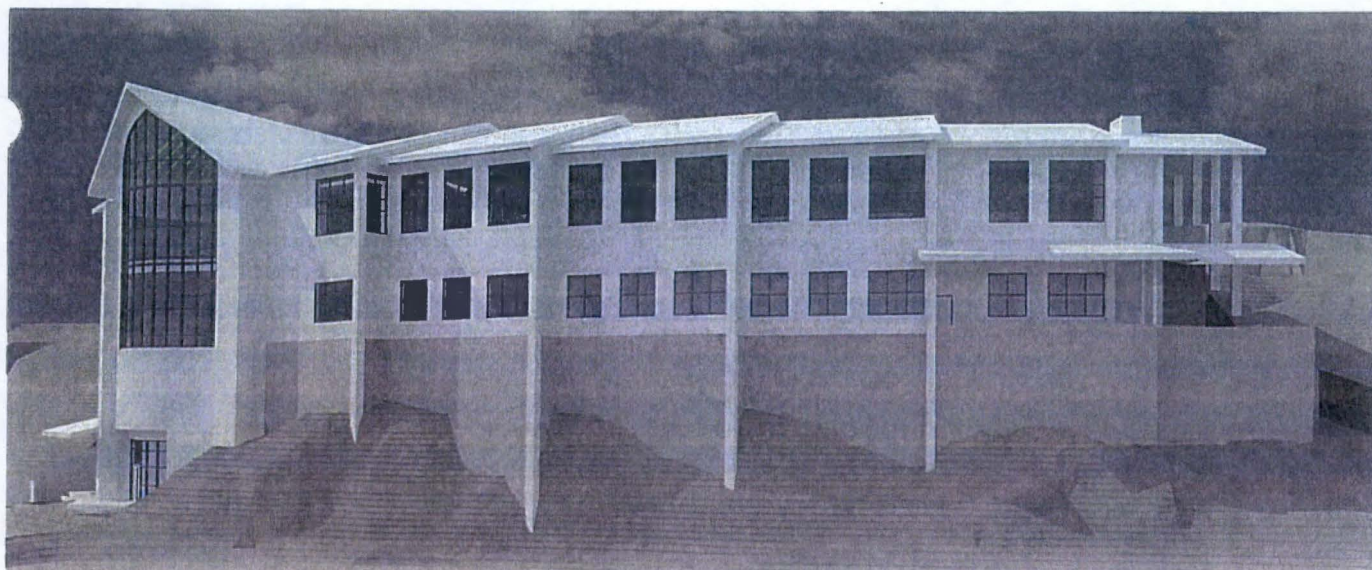
Sustainability is a major planning component for the Cordova Center, focusing on the key areas to ensure that the facility is efficient to operate and maintain over the long-term.

The City of Cordova will own, operate and manage the Cordova Center. Designed to have a long, useful life, the facility will keep operation costs as low as possible by using passive energy sources, conserving water and energy and utilizing extremely efficient utility systems. Fuel efficiency, timed light controls, low water toilets, use of ambient light and high R value insulation will provide savings. Construction materials will be selected with long life cycles and low maintenance in mind. Reduction of duplication of services and administrative costs will improve efficiency and minimize expenses. Cost savings will be achieved through use



COMPONENTS	PROPOSED SIZE	EXTRA SIZE
• LIBRARY	4,800	2,800
• MUSEUM	1,600	3,000
• CONFERENCE/ PERFORMANCE	6,900	1,000+
• CITY ADMIN	2,200	(SIN)
• SHARED AREAS	4,200	1,000+





## SUSTAINABILITY

- Green building design with energy efficient systems
- Selection of systems and materials with long life-cycles and low maintenance costs
- Reduced overhead expenditures (multiple functions sharing one set of systems)
- Shared services, equipment, network access and other administrative costs
- Personnel sharing across programs
- Earned income stream from conference/meeting use of facility
- Lease fees from Science Discovery Program and kiosk space
- Revenues from current and newly developed festivals
- Affordable fees for local use of performing arts and other spaces for public events
- Rental fees for private use of the facility for weddings, receptions and other celebrations

of shared equipment, technology networks, phone systems, supplies and contract services. Operations and maintenance (O & M) costs for the new facility will be provided by combining O & M budgets for administrative offices, library and museum with income generated from the use of the civic center, theatre and leased space.

Using the project pro forma developed by Alaska Engineering & Energy Consultants, projected annual O & M costs for the Center three years after occupation are \$132,600, as

opposed to about \$88,000 for current buildings extrapolated to the same year. Adding the Facility Manager, maintenance and custodial salaries brings the annual new building cost to \$257,000, about \$169,000 more than current costs. This is offset by the projected \$133,800 in annual revenue the new facility will generate, leaving only \$35,200 in extra annual costs to the city for a new building almost five times the size of combined spaces currently occupied by city services that will be housed in the new Center. This amount can be balanced by potential city income from leasing or selling the building that will be vacated when the library and museum move. In addition, the city will gain economic benefits from the conference market the Center will access, bringing in increased sales tax, lodging tax and car rental tax (all set at 6%) to the city coffers.

The various earned income streams will be based on a competitive fee schedule for conference planners and a sliding fee schedule for local residents, assuring local affordability and high municipal support and use. An aggressive and active marketing campaign will be undertaken to build Cordova's reputation as an attractive, accessible and accommodating conference destination. Successful conferences will result in satisfied attendees who will assist in building Cordova's market by sharing their experiences with others. This will enable the community to attract a growing piece of Alaska's convention market. In addition, due to the vast array of outdoor opportunities available





in the area, outside of state conventions will be encouraged to schedule their events at the Cordova Center, providing their attendees with a state-of-the art convention center surrounded by a world-class natural environment. Based on an average spending of \$175 per delegate day, an average of 25 small meetings annually with a group size of 25, and two small conferences annually with 75-100 attendees, the projected annual economic impact to Cordova could range between \$337,000 and \$505,000 according to an updated 2009 McDowell report. Cordova is in a competitive position to enter the small convention market. The connections it has to specific interest groups are strong assets.

The City will invest professional time and provide financial support to market the community to meeting planners. The Center will be marketed through the Prince William Sound Economic Development Council, a member of the Alaska Regional Development Organization. City Information Services staff will offer direct assistance to meeting planners including providing meeting packets with maps and fliers, making suggestions on meeting facilities and accommodations based on the size of the group and the group's needs, making pre- and post-meeting tour suggestions and assisting with conference registration. The Cordova Center will be marketed to increase the number of business, professional and independent traveler visits. The Center will be marketed regionally, state-wide and throughout the Pacific Northwest to attract small conventions, meetings, trainings, workshops and corporate retreats. Fee schedules will reflect ability of residents and local organizations to pay to assure that the opportunities offered in the Cordova Center are affordable for those who live in Cordova. The fee schedule for use of the facility by outside

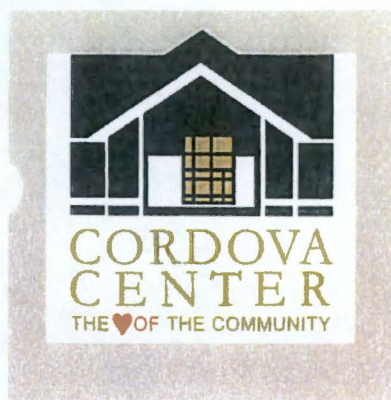
groups will take into consideration regional market costs for meeting spaces and will be set at levels competitive with the other areas providing similar services.

Since the Center will stimulate growth for local businesses through success in the convention market, local business support will solidify and expand. Opportunities for event sponsorship will increase, and earned income and city tax income will grow with each new activity and festival.

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

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





# CORDOVA CENTER PROJECT

## ECONOMIC INCENTIVE

### KEY DRIVERS

Since the 1989 Exxon Valdez oil spill, Cordovans have been working to diversify and strengthen the local economic base. The loss of winter fisheries has further increased the need for economic diversification.

Lack of cultural, educational and economic amenities has led to a steady decrease (22% since 1989) in year round population. Replacing aging, inefficient facilities will enable Cordova to maintain its population base, attract new residents, and create economic incentives.

### ECONOMIC GAIN

The Cordova Center would create the following employment opportunities:

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

### GROWTH & SUSTAINABILITY

- New opportunities expand the seasonal visitor industry to a year-round enterprise, diversifying the types of visitors to the community and Prince William Sound.
- Enhanced amenities will retain and attract families, retirees and business entrepreneurs to Cordova.
- Enhanced social capital contributes to economic development, directly and indirectly improving the business climate for merchants and conferring economic benefits.

### MEETINGS & CONVENTIONS IN REMOTE ALASKAN COMMUNITIES

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

### ECONOMIC DEVELOPMENT

According to a Small Convention Market Assessment conducted by the McDowell Group in 2002 and updated in 2009, Cordova could realize significant economic development milestones with an aggressive marketing effort and a professional facility. Cordova could host 25 small meetings with an average of 25 attendees and two small conferences with 75-100 attendees annually.

Direct income resulting from attendee and association spending is estimated at approximately \$337,000. Using a generally accepted economic multiplier of 1.5, the total economic impact of this market is estimated to be more than \$500,000. New spending resulting from meetings and conferences will allow many businesses to extend their seasons into spring, fall and winter months. Additional part-time and full-time employment is likely with secondary employment benefits in the retail and wholesale trade.





# CORDOVA CENTER PROJECT

## SUSTAINABILITY

### BUILDING PRACTICES

- The Cordova Center will be certified with the U.S. Green Building Council through the Leadership in Energy and Environmental Design (LEED) rating system
- LEED provides a framework for assessing building performance and meeting sustainability goals
- LEED emphasizes state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality
- LEED efficient design and operation will reduce use of non-renewable resources and lower overall operational costs and maintenance

### MAINTENANCE

- High quality construction materials such as bamboo and tile flooring and wall mounted toilets will lower maintenance over time

### LOCATION

- Preferred site – the former location of the historic North Star Theater – was chosen through public planning process
- Landscaping will tie into existing buildings
- Provides improved access by linking harbor and main thoroughfare

### ORIENTATION

- Maximizes sunlight and view
- Enhances access to multiple areas
- Provides shelter from elements



### BUILDING ENVELOPE

- Roof construction and materials last 50 to 100 years and withstand winds of 150 mph
- Siding and roofing materials selected for Cordova climate
- Well insulated windows cut energy expenses
- Recycled or renewable materials used when appropriate

### HEATING AND COOLING

- Creative use of available water storage to cool facility
- Passive ventilation and natural cooling techniques
- Passive solar heat to supplement heating system

### LIGHTING

- Daylight optimized to reduce energy use and eyestrain
- Energy efficient T8 and compact fluorescent lighting with electronic ballasts
- Occupancy sensors and day lighting controls to reduce lighting energy consumption

### WATER CONSERVATION

- Low flush toilets
- Possible use of rainwater or second-hand water for toilets
- Bioswale to ensure minimal harmful run-off
- Existing water systems will be improved near the site

### MATERIALS

- Carpets, paints & finishes selected to minimize off-gassing for best indoor air quality
- Low-maintenance materials selected
- Recycled materials used whenever possible





## CORDOVA CENTER PROJECT

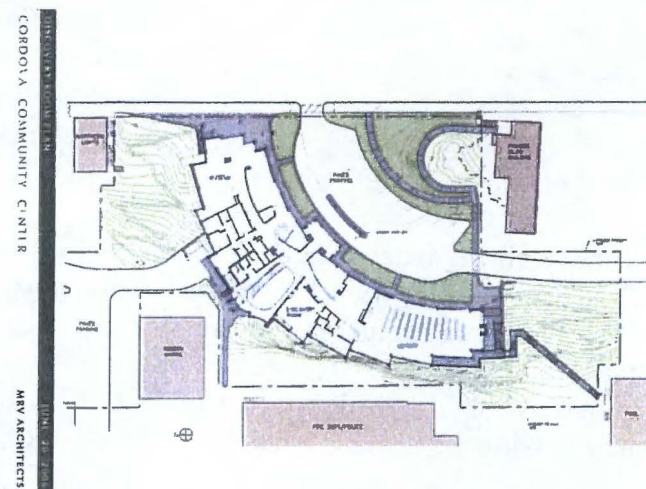
### ENERGY EFFICIENCY

The Cordova Center concept consolidates inefficient facilities into one modern building promoting effective operation and decreasing costs.

The design team carefully reviewed life-cycle costs of building systems, and recommended quality material to minimize future maintenance costs. The building design aggressively utilizes the highest levels of insulation and energy efficiency, such as innovative passive cooling using water reservoirs integrated in the building foundation space. The community supports this new mixed-use facility because it provides the opportunity for cost effective operation with shared resources, minimized building volume, and common centralized services.

Jim Rehfeldt, P.E. of Alaska Engineering & Energy Consultants, LLC conducted an energy and life cycle analysis for the Cordova Center. The analysis predicts annual energy

costs, and evaluates and recommends energy conservation measures (ECMs) to provide a cost savings over the life of the building. The term "green building" is synonymous with "high-performance building," and "sustainable design and construction." The green building process results in a high-quality product that maximizes the return on investment.



### Energy Comparisons: Existing Facilities versus Cordova Center

	Square Footage	Fuel*	Electricity*	Total	Cost/Sq. Ft.
Cordova Center	33,929	\$50K	\$58K	\$108K	\$3.18/sq.ft.
Current Space	10,634	\$41K	\$24K	\$65K	\$6.11/sq.ft.

\*Fuel and Electricity costs current to 9/2008.

The Cordova Center is a larger building with longer operating hours than either existing building, resulting in greater lighting energy consumption. Heat energy consumption will be much lower per sq.ft. The Center will be a healthier building with more ventilation than the existing buildings. The cost of better ventilation is offset by

increased thermal performance of the envelope and more efficient ventilation systems.

Our energy efficiency measures will:

- Assist in sustainability by reducing overhead expenditures
- Reduce or eliminate duplication of services and administrative costs
- Keep expenses low



Project title: The Cordova Center  
Project period: 1/1/2007-1/1/2009  
Proposers: City of Cordova Mayor Tim Joyce, [timothyjoyce@yahoo.com](mailto:timothyjoyce@yahoo.com)  
Information Services Director Cathy Sherman,  
[infoservices@cityofcordova.net](mailto:infoservices@cityofcordova.net)  
Project location: Cordova, Alaska

The City of Cordova is seeking funding to construct the Cordova Center, a 34,000 square foot, fully ADA accessible multi-use facility. The Center will combine a number of functions for the community of Cordova including **conference center, library, Science Discovery Room, museum, Oil Spill Response Center and visitors' center**. Throughout the building there will be educational displays of: the results of SEA, GEM and other EVOS related research findings; restoration efforts and their results; and of art representative of the ecosystems on the Delta and in the Sound. These displays will ensure that any visitor to the Center will have exposure to educational materials about the natural resources of the region and the progress of restoration efforts related to the EVOS.

As well as providing a solution to the problems noted above, the Cordova Center offers an opportunity to solve a state problem. **The Cordova Center is strategically positioned to be a centerpiece of EVOS Trustee Council information sharing in the region.** The new facility will enhance and expand scientific research services and the regional visitor industry. The new facility can serve as an accessible repository for all the EVOS documents currently stored at the State of Alaska Archives in Juneau.

These archival materials are a result of the long and involved documentation of the Exxon Valdez Oil Spill of 1989. The materials are utilizing approximately 1000 cu.ft of space in the State of Alaska Archives. Transfer of these documents to the Cordova Center project will allow them to be catalogued by Cordova Historical Museum staff. During this accession process the materials will also be digitized. Cordova Public Library staff will then be able to assist the public in accessing the materials that document the Exxon Valdez Oil Spill.

**Cordova Center Partners:** The **City of Cordova** offers the many varied public services that municipal governments are responsible for in small rural communities including museum, library, water, sewer, road maintenance, public health and safety.

Established in 1967 as a centennial museum by the **Cordova Historical Society**, the **Cordova Museum** is operated under the auspices of the City of Cordova while the Cordova Historical Society owns the collection. The museum offers exhibitions, programs, publications and other activities that engage, enlighten, educate and entertain both community residents and visitors of all ages.

The **Alaska State Archives** established in 1970 is the repository that preserves the government records of Alaska's history and makes these records accessible to its patrons in a safe, professional, and responsible manner. The Alaska State Archives holds records dated from 1874 - present, with the majority of records created in the 20th century.





**Tuesday Evening Community Education Program** - is a science based weekly educational program series available to all members of the community. These programs focus primarily on the science of our local forests, the ocean and the Copper River Delta with connections on a global scale. Partnering with the U.S. Forest Service, Alaska Sea Grant Marine Advisory Program and the Cordova chapter of the Audubon Society has allowed us to diversify programs and provide a greater interest within the community.

The community lecture series generally runs from early September through most of May and sometimes into June. Regular weekly evening programs during the summer have not traditionally drawn large numbers of attendees because of vacation travel, fishing and generally busy activities during infrequent and unpredictable times of good weather. However, occasional programs do occur during summer months as researchers and scientists travel through Cordova doing field work or summer research. Whenever possible, they are encouraged to give presentations on their work in Prince William Sound, Cordova or the Copper River Delta.

Starting in October 2008, a new opportunity was realized in a partnership between the Science Center and Prince William Sound Community College in Valdez, Alaska. After several weeks of negotiations and budget considerations by the PWSCC, the cost to transmit live coverage of the Tuesday evening lecture series to other communities around PWS was authorized. The community college expressed an interest to do more community outreach in the Copper River Basin area. Partnering with the PWS Science Center was an opportunity to carry out this requirement. The U.S. Forest Service, Cordova Ranger District also authorized use of their PolyCom video conferencing equipment for transmitting live coverage of the lecture series from Cordova to Valdez on a weekly basis. The broadcast not only allows attendees in Valdez to see the weekly presentations live but to also participate and ask questions in real time. These programs can also be televised to other communities around PWS where the college has satellite campuses including Kenny Lake, Mentasta, Glennallen, Chistochina, Chitina and Slana. This new outreach capability and partnership allows the Science Center to reach a much broader population base as well as another geographical region while having no real additional costs to the Science Center.

The evening lecture series continues to grow in attendance numbers as well as diversity of programs. Attendance this year has increased with 1081 people attending 39 programs for an average of 28 people overall. Each year the average attendance has increased from an average of 10 people per program in 2001. Judging by many of the comments and replies from attendees of the community lecture series, many said they enjoyed the greater diversity in programming the last few years as well as having more speakers, scientists and researchers from other regions within the state. Presenters were also impressed by the numbers of attendees and the quality of questions and interest in their programs.

A few of the more popular programs this season included *"A Year in the North: Life and Research Above 70°N"*. This popular program had thirty-three people in attendance and was given by Science Center lab technician Laurel McFadden. The images and stories she shared of her recent travels and work included documenting interactions between scientists and the communities they worked in and around. Another popular program that drew 54 attendees was titled *"Tsunamis and Other Disaster Preparedness"*. This interesting program looked at the 1964 earthquake in Alaska and the tsunami's that followed with their devastating effects on PWS. The program also allowed Cindi Preller, from the Tsunami Disaster Center an opportunity to educate as well as entertain community members

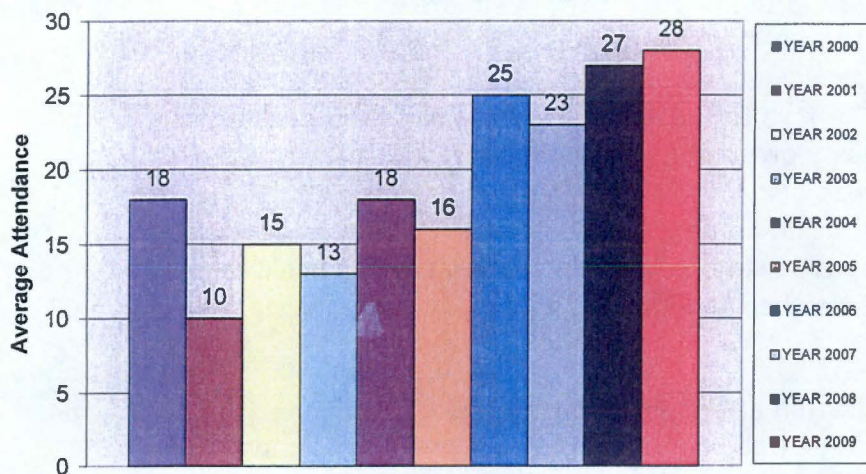


concerning disasters like earthquakes and tsunamis and how to prepare for them. (See attached photo page for images of some activities)

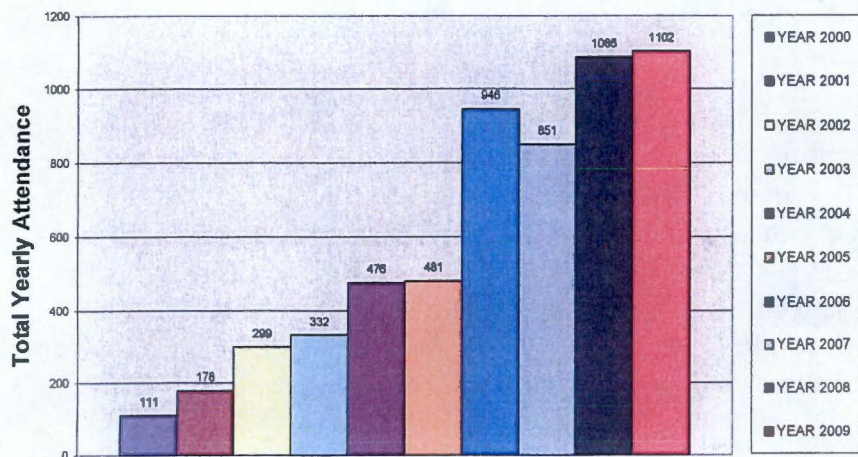
Because the evening lecture series just started in October for Valdez and outlying communities, attendance numbers were low. Total attendance in Valdez and the Copper River Basin included 81 people for the short season with the majority of attendees located in Valdez. The coming fall season promises to bring new and varied programs to both Cordova and several communities within and around PWS.

Ten of the community education programs or over one-quarter of all programs this season were presented by PWS Science Center researchers and education staff. Informative programs on seabirds, the arctic environment, artificial reefs, oil spills and physical and biological oceanography rounded out some of the presentations. The diversity of programs that were presented allowed Science Center researchers an opportunity to inform the communities of Cordova, Valdez and outlying areas of the current research and education projects that are occurring. (See the attached Excel sheet of program descriptions for this season)

**Community Lecture Series Average Attendance  
From 2000 Through 2009**



**Community Lecture Series Yearly Attendance  
Totals 2000 Through 2009**





PROGRAM DESCRIPTION	PRESENTER	DATE	TOTAL ATTEND.		
<b>* Denotes an Audubon/Science Center Program</b>					
<b>NEW SEASON 2008- 2009</b>					
"A Year in the North: Life and Research Above 70°N".	Laurel McFadden, PWSSC	9/9/2008	33		
Humpback Whitefish on the CRD	Brian Neilson, USFS	9/16/2008	19		
*Birds and Borders in the Bering Sea (Audubon)	Neil Dawson, PWSSC	9/23/2008	23		
Under Aleutian waters:	Reid Brewer, MAPS/SeaGrant	9/24/2008	25		
NOAA Vessel Fairweather Tours	Rick Brennan, NOAA	9/27/2008	22		
Pebble Mine and Salmon	Dr. Carol Ann Woody	10/7/2008	26		
Hubble Space Telescope	Allen Marquette, PWSSC	10/14/2008	12		
"Going North for Little Auks (Audubon)	Laurel McFadden, PWSSC	10/21/2008	20		
The Trap of the Known Place Name	Rita Miraglia, BIA/ANCSA	10/28/2008	21		
Tsunamis and Disaster Preparedness, Community Pgm.	Cindi Preller, Tsunami Center	11/6/2008	54		
Black Wave Movie on Exxon Valdez Legacy	Rikki Ott and Producers	11/8/2008	43		
Alaska Ocean Film Festival	Butch Allen, AOFF	11/8/2008	43		
Black Wave Movie on Exxon Valdez Legacy	Rikki Ott and Producers	11/9/2008	54		
Mammal Skull Identification	Dave Crowley, ADF&G	11/11/2008	24		
Dusky Canada Goose	Jason Fode, U.S.F.S.	11/18/2008	16		
*Birds of the Arctic (Audubon)	River Gates,	11/26/2008	27		
Fungi in Alaska	Lori Trummer, U.S.F.S.	12/2/2008	14		
How To Use Your Telescope	Allen Marquette, PWSSC	12/9/2008	16		
*Winter Birds of Cordova (Audubon)	Milo Burcham, USFS	12/16/2008	28		
Not One Drop	Riki Ott	1/6/2009	30		
Snowflakes and Ice Crystals	Allen Marquette, PWSSC	1/13/2009	12		
*The Adams Family in Africa and Europe	Deborah Adams	1/27/2009	42		
Alaska's First Artificial Reef	Brad Reynolds, PWSSC	2/3/2009	20		
Ocean Acidification	Alan Parks, AMCC	2/17/2009	37		
Dinosaurs to Quartz Crystals	Allen Marquette, PWSSC	2/24/2009	45		
Trade Between Alaska and Chukotka, Russia	Anastasia Yarzukina/Oksana Kolimets	3/3/2009	22		
Winter Whales in PWS	John Moore, NOAA	3/7/2009	39		
Oil and Orcas Don't Mix---20 years after EVOS	Craig Matkin	3/7/2009	39		
*Saint Paul Island: A Summer Getaway	Milo Burcham, USFS	3/17/2009	19		
Coast Guard Cutter Oceaography Trip	PWSSC Staff and Others	3/23/2009	34		
EVOS, Twenty Years Later	Nancy Bird, PWSSC & Others	3/24/2009	23	Given by H.S. kids	
HS Science Fair Projects for State Science Fair Comp.	Adam Low and Students	3/31/2009	27		
Red Gold: Debate Over Salmon and Gold in Bristol Bay	Documentary Film	4/7/2009	23		
Barrier Jets Weather Systems	Eddie Zingone, NOAA	4/14/2009	19		
*Vultures and Jackals and Anthrax, Oh My!	Allison Bidlak and Rich Brenner	3/21/2009	26		
Large Cold Water Eddies in the Gulf of Alaska	Markus Janout, UAF	3/28/2009	34		
Galileo: In the International Year of Astronomy	Dava Sobel	5/5/2009	58		
Marmots	Dr. Andrew Bryant	5/18/2009	17		
Tsunami Stories	Dr. Walter Dudley - Jeanne Johnston	6/2/2009	16		
<b>SEASON TOTALS</b>	<b>39 programs</b>		<b>1102</b>		
<b>AVERAGE ATTENDANCE FOR SEASON 28</b>					
<b>PROGRAM DESCRIPTION</b>	<b>PRESENTER</b>	<b>DATE</b>	<b>TOTAL ATTEND.</b>	<b>OTHER ACTIVITY</b>	<b>ADDRESSES</b>
<b>* Denotes an Audubon/Science Center Program</b>					



## attendance

NEW SEASON 2009- 2010					
Ecology of Sea Otters in Northeastern PWS	Dr. Randal Davis, Texas A&M	6/23/2009	17		
Bering Glacier flooding and Plant succession	Jay Fleisher and Tracy Allen	7/10/2009	19		
Ancient Earthquakes and Tsunamis in PWS	Ian Shennan, Durham Univ. UK.	9/18/2009	22		
Mushroom Identification movie series	Allen Marquette, PWSSC	8/31/2009	21		
Pleistocene Alaska Animals	Allen Marquette, PWSSC	9/1/2009	23		
Know Your Mushrooms-Fungus Festival Film	AAAAAAAAAAAAAAAAAAAAAAAAAAAA	9/2/2009	33		
Icy Killers, Salmon Sharks	Geographic Nature Films	9/8/2009	51		
Harmful Algae Blooms	Ray RaLond, MAPS	9/22/2009	26		
CRWSP Watershed Stewardship	CRWSP and H.S. Students	9/28/2009	37		
*Andaman Sea Video	Gonzalo Villalon	10/13/2009	38		
PWS Wildlife Viewing Trails	Beth Poluso, ADF&G	10/20/2009	13		
Zooplankton Interannual Variability in PWS	Jenifer Bell, ADF&G	10/27/2009	14		
Current Pop. of Dusky Canada Geese Around Cordova	Eric Taylor, USFWS	11/3/2009	15		
Pleistocene Alaska Animals (For Home School Group)	Allen Marquette, PWSSC	11/5/2009	25		
*Reproductive Physiology of Ruff Sandpipers	Tawna Morgan, PWSSC	11/10/2009	18		
History of Eyak Lake/New Fish Habitat Restoration Project	Tracey Nuzzi, CRWP	11/17/2009	49		
Alaska Oceans Film Festival	Toby Smith	11/21/2009	82		
Handling Traps Safely and Sharing Alaska's Trails	Dr. Randall Zarnke, Ak Trappers	11/24/2009	31		
Cave of Crystals	Allen Marquette, PWSSC	12/1/2009	27		
PWSSC Field Season Project?	Scott Pegau, PWSSC	12/8/2009	13		
Avalanch Safety and Awareness	Kirsti Jirca, and Hoots	12/11/2009	28		
*Global Warming and Bird Migration	Anchorage Audubon Rep.	12/22/2009	17		
Winter Bird Identification	Milo Burcham	12/25/2009	15		
Direct Salmon Marketing	Bill Webber	1/5/2010	18		
Democracy Crisis and Science	Dr. Riki Ott	11/12/2010	17		
*Wildlife and Birds - An African Safari	Bert Lewis	1/19/2010	40		
NOSB Tsunami Bowl	H.S. Students	1/26/2010	26		
Owls and Their Adaptations	Kent Briske, AWBRC	1/27/2010	102		
Fish as Food and Omega-3	Dr. Alex Oliriera, UAF	2/16/2010	16		
Making Biogas at Cordova High School	TH Culhane, UCLA	2/17/2010	32		
Cordova H.S. Geology Trip to Tucson, Arizona	Adam Low and Students	2/23/2010	33		
Little Brown Bats in Alaska	Marian Snively, ADF&G	2/26/2010	33		
Far North Conservation Film Festival	Movies on environment	3/7/2010	73		
The Juvenile Herring Survey Program	Dr. Scott Pegau, PWSSC	3/9/2010	12		
Owl Watching in Cordova - Lecture/Fieldtrip	Milo Burcham and Allen Marquette	3/16/2010	25		
Mold, Moisture and the Indoor Environment	Dr Sonja Koukel,	3/23/2010	26		
Trends in Juvenile Herring Distribution and Abundance	Dr Dick Thorne, PWSSC	3/27/2010	17		
Eyak Lake Community Monitoring Project	By PWSSC & PWSK staff	4/6/2010	11		
Recycling in Cordova	By Autumn Bryson, NVE	4/13/2010	10		
*Winter Trip Report: An Audubon Program	By local residents	4/20/2010	16		
Long-term Investigations in Port Valdez, Alaska	By Arny L. Blanchard	4/27/2010	9		





Cordova Historical Museum

Interpretive Exhibits Outline: October 2006

Note: Areas listed as PROPOSED / CURRENT

1. Visitor Services Desk - 100 sq ft / 18 sq ft  
One workstation and one cashiers station  
Position for greeter, store cashier, general information and main phone contact
2. Seating - 12 sq ft / 0  
Custom manufactured bench  
Commissioned through 1% for the Arts funds [one of four "resting locations"]
3. Founders Wall - 48 sq ft / 12 sq ft  
Wall mounted signage  
Organization Founders, Mission, contributors, members
4. Temporary Exhibits Case - 48 sq ft / 0  
Built in wall case  
Highlight current and coming exhibitions to the Temporary Gallery
5. Seating - 12 sq ft / 0  
Custom manufactured bench  
Commissioned through 1% for the Arts funds [one of four "resting locations"]
6. Cordova Collectors Corner - 48 sq ft / 6 sq ft  
Built in wall case  
Highlight individuals willing to share their personal collected materials with the community
7. Introduction Wall - 160 sq ft / 18 sq ft  
Satellite photo of region  
Includes Katalla, Prince William Sound, Copper River Delta, Cordova and surrounding areas  
Photo should be taken at low tide to indicate complex channels of the Delta  
Text and photographs included in aerial photo to highlight places, events and individuals
8. Where Cultures Meet - 80 sq ft / 48 sq ft  
Images and text  
Upgrade and expansion of existing exhibit
9. Discovery - 384 cubic ft / 640 cubic ft  
Photos, text and objects  
Condense existing exhibit about early inhabitants and explorers
10. Turtle - 36 sq ft / 36 sq ft  
Turtle  
Mounted on 30 degree angle with text
11. Fishing Industry - 960 cubic ft / 816 cubic ft  
Photos, objects, texts  
Expansion of existing exhibit and photos of current and historical fishing boats

12. Boat Diorama - 300 cubic ft / 300 cubic ft  
Diorama, photos and text  
Existing diorama relocated with no modifications
13. Viewing Area - 64 sq ft / 0  
Binoculars, photos and text  
Secured by tethers 3 pair of binoculars for visitors to scan the harbor and surrounding area  
Photos and text for identification of what is visible from location
14. Mining - 160 cubic ft / 160 cubic ft  
Objects, historical case, photos and text  
Mining history of area and minerals samples
15. Ethnographic Collection - 800 cubic ft / 954 cubic ft  
Objects, photos, text  
Condensed ethnographic collections. Edit object offerings for duplications  
Develop concise story line of cultures represented specific to local region
16. Katalla - 180 cubic ft / 214 cubic ft  
Objects, photos, text  
Condensed early oil and mineral exploration
17. Capt. Bernard - 32 cubic ft / 128 cubic ft  
Objects, photos, text  
Condensed exhibit on Capt. Bernard.  
Remove materials not associated with region.
18. Railroad - 456\* cubic ft / 312 cubic ft  
\*Includes Rail Car Diorama @ 144 cubic ft  
Objects, photos, text  
Expand current materials to include rail car interior diorama
19. Linotype - 320 cubic ft / 320 cubic ft  
Objects, photos, replicated newspapers, text  
Paper entire area behind linotype with replications of Cordova newspapers
20. Communication - 200 cubic ft / 0 cubic ft  
Objects, photos, text  
Switchboard, telecommunication machines
21. Fox Farm / Trapping - 88 cubic ft / 48 cubic ft  
Objects, photos, text  
Set up skinning boards with skin that can be touched
22. Military - 200 cubic ft / 0 cubic ft  
Objects, photos, text  
Mannequin with uniform
23. Intro to Disasters - 8 sq ft / 0 sq ft  
Photos, text  
Introduction to major disasters of the area

24. Fires and the 64' Earthquake - 144 cubic ft / 16 cubic ft  
Objects, photos, text  
Expand upon established photo images of quake and fires
25. Oil Spill - 288 cubic ft / 64 sq ft.  
Objects, photos, text, audio / video  
Condensed version of Darkened Waters Exhibit  
Place in partial isolation to allow use of audio and video
26. Coast Guard - 192 cubic ft / 128 cubic ft  
Objects, photos, text  
Expand existing offerings of Coast Guard interpretive materials  
Explain role of Guard in assisting with disasters
27. Home Life - 140 cubic ft / 132 cubic ft  
Objects, photos, text  
Expand with photo images and objects
28. Schools - 140 cubic ft / 132 cubic ft  
Objects, photos, text  
Same exhibit as current
29. Nirvana Park - 24 sq ft / 4 sq ft  
Photos, text  
Expanded photos of Nirvana Park and founder
30. Town Over view - 100 cubic ft / 96 cubic ft  
Objects, photos, text  
Expand current exhibit with more interview materials  
Iceworm Festival
31. Business Community -340 cubic ft / 224 cubic ft  
Objects, photos, text  
Expand current exhibit with more interview materials
32. Fire Department - 24 sq ft / 0 sq ft  
Objects, photos, text
33. Vice - 100 cubic ft / 64 sq ft  
Objects, photos, text  
Expand current exhibit
34. Churches - 192 cubic ft / 192 cubic ft  
Objects, photos, text  
Refresh of existing exhibit
35. Light house Lens - 288 cubic ft / 150 cubic ft  
Objects, photos, text  
Expand existing exhibit



36. Community Quilt - 48 sq ft / 36 sq ft  
Object, text

37. Seating - 48 cubic ft / 0  
Custom manufactured seating  
Commissioned through 1% for the Arts funds [one of four "resting locations"]

38. Seating - 48 cubic ft / 0  
Custom manufactured benches  
Commissioned through 1% for the Arts funds [one of four "resting locations"]

39. Fine Art Display - 240 sq ft / 80 sq ft  
Objects, text  
Flexible display area for fine art in collection

40. Temporary Exhibit Gallery - 920 sq ft / 400 sq ft  
Objects, photos, text, installations  
Gallery space for temporary exhibits

41. Museum Store - 1,584 sq ft / 384 sq ft  
Retail store space  
Shelving, display furniture, merchandize, storage

#### EGRESS

New facility exhibit area uses approximately 750 sq ft of aisles

Current facility exhibit area uses approximately 530 sq ft of aisles





## **CORDOVA CENTER – MUSEUM NARRATIVE – DRAFT**

### **Exhibit Summary:**

To document the years since the *Exxon Valdez* Oil Spill (EVOS) in 1989, the Museum planned for the Cordova Center will include as its centerpiece an exhibit entitled *Sound in Transition* that will describe the original event and the damage caused by the millions of gallons of oil spilled into Prince William Sound. Starting with the specifics of the EVOS, the exhibit will move ahead by emphasizing what has been learned in the 21 years since the EVOS in terms of restoring habitat and human services to an oil-damaged area, the long-term effects of an oil spill, mitigating spills, responding to spills, and transporting oil.

Restoration and protection of habitat and species; the science of the Sound and the social effects on the human populations of the Sound including health consequences of exposure will all be topics of discussion. Prevention and mitigation of future spills; as well as the importance of baseline scientific studies to sensitive areas where oil exploration takes place or will take place - for example the potential of circumpolar navigation – will be explored in the exhibit. *Sound in Transition* will reflect the emotional and economic healing of Prince William Sound following the EVOS.

### **Exhibit Goals:**

The primary goals of the exhibit are threefold. First, the exhibit will remind the public of the long-term effects of an oil spill and the specific effects of oil from the EVOS, including the fact that lingering oil still impacts the Sound after more than 20 years. Second, the exhibit will share information about the specific resources and services injured the EVOS, describing those that have been restored as well as those that have not been restored following the spill, and point out to visitors ways to avoid further injury to resources and services impacted by the EVOS. Finally, the exhibit will focus on the knowledge that has been gained from the EVOS about the importance of collecting baseline science prior to a catastrophic environmental event in order to help evaluate the impacts of a spill; the information about the prevention and mitigation of oil spills; and improvements in the transportation of oil and monitoring the movement of oil.

### **Key Messages:**

The *Sound in Transition* exhibit will focus on several key messages, and the exhibit will be designed to emphasize these messages to visitors. The key messages will be based on the environmental, cultural, and economic aspects of the EVOS and will include an educational component. The messages include the basic facts about the EVOS: what; where, who, when, why, and how the residents of the Sound and the nation reacted. The exhibit will summarize what has been learned since the EVOS, explaining the assumptions that existed in 1989 and reviewing how those assumptions have changed since the EVOS using ten-year increments (in 1999 and 2009; as well as discussing what is anticipated by 2029). *Sound in Transition* will emphasize the social aspects of the spill



- how the community of Cordova and others in the oil spill area have coped and made positive progress in the years since the EVOS and are ready to move forward.

Another important message is that oil remains in Prince William Sound and the oil has ongoing effects on resources and services. Long-term environmental research projects have studied and documented the impacts of the lingering oil. The effects of the lingering oil and the highlights of the associated studies will be a focus of the exhibit.

### **Target Audiences:**

The exhibit will be designed to target visitors of all ages. A special educational component will be geared towards kindergarten through sixth grade. In addition, a companion travelling panel exhibit will be made available to ship to communities in the oil spill area, as well as other Alaskan locations and those in the lower 48.

### **Exhibit Strategies:**

*Sound in Transition* will rely on a variety of methods to convey information. These include visual components such as photos and videos. The exhibit will also convey information using audio, dialogue, and oral traditions. The travelling panel exhibit will be designed so that it can be configured to work in both small and large venues.

### **Exhibit Components:**

The specific *Sound in Transition* exhibition components will change over time, but will be based around the following concepts and components:

1. History of the TAPS pipeline and oil transportation as it relates to Cordova
  - Discussion of concerns from fishermen related to the pipeline in the early years.
  - Photos from meeting at Cordova District Fishermen United (CDFU in the 1970's.
  - Retrospective on PWS fishing at that point in time.
2. The EVOS event
  - Audio of *Exxon Valdez* Grounding
  - Audio of response
  - Archival images and video of response (first three days after the spill)
  - Oil sample from the *Exxon Valdez*
  - Fragment of *Exxon Valdez* hull
3. Response following the EVOS
  - USCG
  - State

- Fishermen, CDFU, Community
- Oil Spill Response Fact Sheet
- Audio of community meetings in 1989
- Historic T-shirts and other popular culture expressions regarding the EVOS spill and community oil-spill reactions

#### 4. Science of the Sound

- Affected species; discussion about lack of baseline studies before the EVOS
- Prince William Sound Science Center work in Prince William Sound current
- Live feed of buoy reports
- Samples of oiled beach rocks to present

#### 5. Native cultures

- In Prince William Sound
- Impact of spill, including on subsistence

#### 6. Oil Spill Prevention and Response – Present

- SERVS, fishermen training and response
- Oil Spill Recovery Act 1990 and other laws enacted since the EVOS
- Video of escort vessels and double hulled tankers
- Live feed of USCG monitoring vessel traffic





## **EVOSTC February 16, 2007**

### **Cordova Center Project Summary**

The Prince William Sound region has a strong need for a facility whose mission includes providing the venue and means for education of citizens, students, scientists, resource managers and stakeholders about the Prince William Sound and Gulf ecosystems and how best to manage its natural resources. The EVOSTC's goals of outreach, sharing research and providing educational opportunities correspond with needs of the City of Cordova.

In 1989 Cordova played a significant role as a vital supply, training, and dispatch center for the EVOS response, and the community facilities were overwhelmed by the process. In the event of another oil spill, we will again be called upon to provide response assistance. Adequate capacity to provide the needed service in a center located above tsunami risk, with sufficient back up generation, and space to train the thousands of responders expected is a definite need.

The Cordova Center also addresses the restoration points set in the 1994 Restoration Plan and specifically addresses the Human Services Injured by the spill. The injured human resource of tourism has not recovered in PWS as noted in the latest injured resources and services report.

Not only has Cordova been injured from depressed tourism, but the community has been severely impacted by the loss of fishing opportunities. Using numbers from the Commercial Fisheries Entry Commission records, 83% of herring gillnet, 60% of herring pound, 27% of herring seine, 80% of herring food and bait and 21% of herring hand harvest permits belonged to Cordova based fishermen. In the 12 years that fishing for herring has not occurred since EVOS, the fishermen have lost over \$44 million dollars. The city has lost \$3 million dollars in direct raw fish taxes. The total loss to the community is over \$45 million dollars just from the herring fishery.

The Cordova Center also addresses the restoration points set in the 1994 Restoration Plan and specifically addresses the Human Services Injured by the spill. These injured resources are not currently recovering in Cordova in large part due to the loss of the herring fisheries revenue.

### **Natural recovery.**

The Cordova Center project will aid and assist the impacted community of Cordova to diversify and stabilize its failing economy. The city will gain economic benefits from the conference market the Center will access, bringing in increased sales tax, lodging tax and car rental tax. This will accelerate the recovery of the damaged human services.

### **The value of an injured resource to the ecosystem and to the public.**

The replacement of lost ecosystem services suffered by Cordova from the collapse of the herring fishery, and reduced tourism has a "value" exceeding \$45 million, and the impact from the lost ecosystem service increases each year. Tourism is extremely valuable to the vitality of the community and to the public in general. Cordova's economy through its history has shifted from mineral extraction based to fishing based and now after EVOS is struggling to bring back the budding tourism economy that was lost to EVOS.

### **Duration of benefits.**

Benefits gained from the project will last for the lifetime of the facility, estimated at least to a lifespan of 50 years. The Cordova Center is the centerpiece of the goal to increase economic diversification and to stimulate the local economy on a year-round basis. As the number of visitors increase, jobs will be created and opportunities for small business development will expand. Combined, these assets will encourage entrepreneurs, retirees, and families to move to Cordova, thereby adding to the growing number of beneficiaries of the Cordova Center Project.

### **Technical feasibility.**

The proposed project is technically feasible using recognized design and construction standards. Use of state of the art design and construction techniques will reduce operating costs below those of the current, to be replaced, inadequate facilities, and actually reduce the carbon footprint of the community by reducing heating and electrical costs. A business and Economic Plan for the Cordova Center is complete. Construction documents are 85% complete.

### **Likelihood of success.**

The project requires 50% of the estimated costs to be "in the bank" before foundation funders and other community support can be accessed. The EVOSTC contribution will trigger additional investment. Successful completion of the project will provide new revenue producing opportunities by increasing the capacity to provide support for symposiums, conferences, conventions, and other meetings. The "desirable destination" for individual and small tour visitors will increase through the development of a more robust museum that includes oil spill related displays. Revenues for visitors will help replace those lost from the herring fishery and tourism.

### **Will the project cause harmful side effects ?**

No, the Cordova Center Project will not only work toward the recovery of the injured human services, but it will also not adversely affect the ecosystem by being constructed to meet LEEDS certification creating an energy efficient, environmentally friendly, state-of-the-art facility.

### **Will operation and maintenance support be required?**

No, and there will be an overall reduction in operating costs through combining multiple "satellite service" centers into an integrated facility. The City of Cordova will own, operate and manage the Cordova Center. Operations and maintenance (O &M) costs for the new facility will be provided by combining O &M budgets for administrative offices, library and museum with income generated from the use of the civic center, theatre and leased space.

### **Will the project help a single resource or benefit multiple resources?**

The expanded museum will be a destination for increasing tourism, a non-recovered service. The museum will include an educational exhibit which will develop ~ *Prince William Sound: Region in Transition*, the story of the 1989 spill and the science and research accomplished since. The "Discovery Room" will provide science and oil spill related programs for elementary students on a continuing basis. There will be seafood marketing information in a kiosk (commercial fishing is an injured resource). The library will provide a direct links to ARLIS, and provide a "satellite" repository for locally relevant Oil Spill research information.

### **Effects on health and human safety.**

The Oil Spill Prevention and Response Center will provide emergency services and respond to disasters. Our current facility has no emergency back up generator and is located in tsunami zone. Cordova has the largest local spill response fleet in Alaska, made up of contracted vessels from the local fishing fleet.

### **Consistency with applicable laws and policies.**

The project meets the criteria in the EVOS settlement and is not unlike other capital construction project funded in the past for the communities of Seward, Kodiak, and Homer.

**Duplication.**

This proposed project does not duplicate other efforts, in fact; it provides an opportunity for efficient reduction. It is collaboration, engaging partnerships between the City, the Cordova Historical Society, U.S. Forest Service, Theater Groups, Cordova School District, Native Village of Eyak, Prince William Sound Community College, Prince William Sound Science Center, service groups, civic groups and the community.





## PROPOSAL SIGNATURE FORM

**THIS FORM MUST BE SIGNED BY THE PROPOSED PRINCIPAL INVESTIGATOR AND SUBMITTED ALONG WITH THE PROPOSAL.** If the proposal has more than one investigator, this form must be signed by at least one of the investigators, and that investigator will ensure that Trustee Council requirements are followed. Proposals will not be reviewed until this signed form is received by the Trustee Council Office.

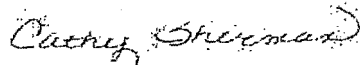
By submission of this proposal, I agree to abide by the Trustee Council's data policy (*Trustee Council Data Policy\**, adopted July 9, 2002) and reporting requirements (*Procedures for the Preparation and Distribution of Reports\*\**, adopted July 9, 2002).

**PROJECT TITLE:** EVOSTC Outreach and Information Sharing Venue - Cordova Center

Printed Name of PI: Tim Joyce, Mayor, City of Cordova

Signature of PI:  Date 1/19/2007

Printed Name of co-PI: Cathy Sherman, Director of Information Services

Signature of co-PI:  Date 1/19/2007

Printed Name of co-PI: \_\_\_\_\_

Signature of co-PI: \_\_\_\_\_ Date \_\_\_\_\_

\* [www.evostc.state.ak.us/Policies/data.htm](http://www.evostc.state.ak.us/Policies/data.htm) \*\*

[www.evostc.state.ak.us/Policies/Downloadables/reportguidelines.pdf](http://www.evostc.state.ak.us/Policies/Downloadables/reportguidelines.pdf)

Trustee Council Use Only Project No. \_\_\_\_\_ Date Received: \_\_\_\_\_

**FY07 INVITATION PROPOSAL SUMMARY PAGE** *(to be filled in by proposer)*

**Project Title:** EVOSTC Outreach and Information Sharing Venue - Cordova Center

**Project Period:** 10/1/2006-09/30/2009

**Proposer(s):** Cordova Mayor Tim Joyce,  
Director of Information Services Cathy Sherman

**Study Location:** Cordova, Alaska

**Abstract:** The Cordova Center will be a 34,000 sq. ft. ADA accessible multiuse facility designed to address EVOSTC, community and regional needs for: public outreach, GEM research and information sharing; symposia; museum oil spill history and new response technology exhibit; library research support; visitor center; oil spill response center; science discovery room; restoration effort results; and art representing ecosystems of the Delta and Sound.

**Funding: EVOS Funding Requested:** \$ (must include 9%GA)

FY 07 TOTAL: \$ 38.7 (in thousands)

FY 08 TOTAL: \$ 2239.37 (in thousands)

FY 09 TOTAL: \$ 5186 (in thousands)

Multi-year total: \$ 7464.1 (in thousands)

**Non-EVOS Funds to be used:**

Spent to date \$ 858.9 (in thousands)

FY07 TOTAL: \$ 150 (in thousands)

FY08 TOTAL: \$ 2710.2 (in thousands)

FY09 TOTAL: \$ 6694.5 (in thousands)

Multi-year total: \$10413.6 (in thousands)

**Date:** January 11, 2007

(NOT TO EXCEED ONE PAGE)



## **PROJECT PLAN**

### **NEED FOR THE PROJECT**

#### **Statement of problem**

The Prince William Sound region has a strong need for a facility whose mission includes providing the venue and means for education of citizens, students, scientists, resource managers and stakeholders about the Prince William Sound and Gulf ecosystems and how best to manage its natural resources.

The EVOS Trustee Council's goals of outreach, sharing research and providing educational opportunities correspond with needs of the City of Cordova.

Cordova has no centrally located community center providing the facilities and amenities necessary to meet all the population's needs. While there are public and private facilities that are used for meetings and conferences in the community, none provides adequate space, equipment and services to meet Cordova's needs. The existing facilities in Cordova for science education programs, meeting rooms, museum, library, auditorium/theater and emergency response are inefficient and do not meet ADA standards. The present visitor center is not adequate; yet diversifying Cordova's injured tourism and fishing-based economy depends increasingly on the expanding of tourism and outdoor recreation-based industries.

The existing municipal building functions as emergency dispatch and communications center in case of tsunami, oil spill and other emergencies. The current location has serious problems which need to be remedied in order to provide emergency services and respond to disasters:

- absence of backup electrical power would greatly hinder emergency response personnel's ability to communicate with others in the region, state or nation
- location of existing facility within the tsunami zone requiring equipment and personnel to be relocated to higher ground for actual events
- lack of space for oil spill training response leaves responders unprepared

#### **Background and history**

The community of Cordova was heavily impacted by the devastating effects of the 1989 Exxon Valdez oil spill to the region's economy. Commercial fishing, passive use, recreation and tourism are services that were reduced because of the spill. Cordova's dependence on commercial fishing has resulted in an economy that is cyclical in nature and very specialized. This reliance on one industry has led to economic difficulties as fluctuations occur in fishing and fishing related ventures. The community recognizes the need for economic diversification to promote long-term sustainability.

Lack of economic diversity has led to the following problems:

- long-term impact of the oil spill on fishing families and community businesses that relied on those families for a sizeable portion of their income;
- economic difficulties during low fishing cycles leading to increased hardship for over half the households in Cordova;
- seasonal influx of workers for fishing industry who leave at the end of the season taking their income with them instead of spending it in the community;
- business closures during the off season due to reduced population, leaving locals with fewer choices and opportunities;

- employee lay-off during the off season resulting in a high unemployment rate;
- decrease in raw fish tax revenues from a high of 1,294,704 in 1989 to 448,958 in 2004;
- decrease in local sales tax revenue.

The City of Cordova is seeking funding to construct the Cordova Center, a 34,000 square foot, fully ADA accessible multi-use facility. The Center will combine a number of functions for the community of Cordova including **conference center, library, Science Discovery Room, museum, Oil Spill Response Center and visitors' center**. Throughout the building there will be educational displays of: the results of SEA, GEM and other EVOS related research findings; restoration efforts and their results; and of art representative of the ecosystems on the Delta and in the Sound. These displays will ensure that any visitor to the Center will have exposure to educational materials about the natural resources of the region and the progress of restoration efforts related to the EVOS.

As well as providing a solution to the problems noted above, the Cordova Center offers many exciting opportunities. **The Cordova Center is strategically positioned to be a centerpiece of EVOS Trustee Council information sharing in the region.** The new facility will enhance and expand scientific research services and the regional visitor industry.

#### **Relevance to 1994 Restoration Plan Goals and Scientific Priorities**

The EVOSTC FY 07 invitation for proposals states that the Council is interested in local community based proposals that would address community revitalization restoration objectives. The Cordova Center Project is an important part of Cordova's efforts to model the original mission of the Trustee Council's Restoration Program, by taking into account the importance of the quality of life and the need for viable opportunities to establish and sustain a reasonable standard of living.

As an integrated community facility, the Cordova Center is designed to address all of the following objectives. The Center will provide a venue from which personnel can:

- provide access to SEA, GEM and other EVOS related data through **library** services;
- offer citizen training and support in oil spill response through the **emergency response center**;
- provide citizen training and support environmental monitoring activities through the **science discovery program**;
- manage a data/local knowledge **archive**;
- make available **educational programs**;
- publicize **community involvement opportunities**;
- provide a **forum** to identify important community and region-wide issues and concerns that could be addressed by EVOS related monitoring and research;
- provide **information** to communities regarding data and scientific research performed by the Trustee Council science program;
- improve **communication** of findings and results of restoration efforts to spill area residents, village councils, and the appropriate regional organizations;

The new Cordova Center will provide an oil spill response training and incident command and communications center, as well as an emergency administrative response and communications center. The Oil Spill Prevention and Response Center will: conduct oil spill response training (members of Cordova's fishing fleet were and are first responders to a spill in Prince William

Sound); instruct community members in oil spill prevention and clean-up techniques; build partnerships between resources-dependent community members and state and federal resource agencies; house an Oil Spill Response Emergency and Communications Center.

Cordova is one of five community response centers that have been established in Prince William Sound where the oil industry has stockpiled spill containment and removal equipment. Local fishing vessels are part of Alyeska's planned nearshore response. They are used, among other things, to transport response equipment, deploy and tend boom, and mobilize pre-staged equipment to protect fish hatcheries. Twice yearly, Alyeska provides response training to hundreds of fishing boat crews. The fishing vessels, based in communities in Prince William Sound, the Kenai Peninsula, and Kodiak Island are under contract with Alyeska to respond to spills if willing and available at the time of an incident.

The Center will function as a repository for data generated by EVOS projects that will make this information readily available to the scientific communities, resource managers, resource dependent people and their communities, policy makers, EVOS staff and contractors, GEM committees and working groups, state and federal resource agencies, and concerned members of the public. By providing easy access to well-organized materials the Cordova Center will increase the long-term value of the projects' research.

The new facility will offer information in easily accessible formats, including displays, exhibits and art, thereby fulfilling the Trustee Council's goal of disseminating information on restoration to the broadest audience possible.

We are glad to see in the EVOSTC FY 07 invitation for proposals the statement that "the Council believes that the human population can not be separated from the ecosystem and the components that comprise human use." The Cordova Center project will address the EVOS Trustee Council objectives for human services that depend on natural resources. The Visitors' Center will serve as a focus to restore and develop Cordova's outdoor recreation, tourism and commercial fishing industries. It will promote opportunities for outdoor recreation and tourism in the Prince William Sound region; serve as stimulus for restoration of injured services of recreation and tourism in the region; and provide for seafood marketing and availability information in a kiosk at the Cordova Center, helping to expand markets for Alaska fishing resources and to restore commercial fishing injured by the spill.

The Cordova Center will also house a museum which will assure that the public has easy access to information regarding the spill and its impact upon the region, to exhibits on oil spill history and the advances in science, technology and industry that were stimulated by the spill. Portions of the acclaimed educational exhibit, *Darkened Waters: Profile of an Oil Spill*, created by the Pratt Museum in Homer, Alaska will form the basis for the new *Prince William Sound: Region in Transition* exhibit being designed as a key display for the Cordova Museum. *Prince William Sound: Region in Transition* will tell not only the story of what happened as a result of the 1989 tragedy, but also will offer a comprehensive story of oil transportation safety advances in Prince William Sound, the development of oil spill response, the interrelationship of the local fishermen and fishing industry with the oil industry, and the US Coast Guard's role during an oil spill. The new exhibit will also encompass the expansion and enrichment of research in the science of the Sound since the 1989 oil spill, including findings of research funded by the EVOS Trustee Council, Prince William Sound Science Center and the Oil Spill Recovery Institute. This exhibit



responds to the continual questions of many visitors regarding the oil spill and its impacts on our region and what has changed since the oil spill.

### **Expected results and benefits of success to EVOSTC**

Building a facility that provides information about and promotes stewardship of Gulf ecosystem resources, serves local and regional residents, and visitors, will be an important contribution to stable and sustainable economic recovery. The variety of interdisciplinary programs and services that will be provided in this new multi-use facility will meet the needs to support research, disseminate EVOS-related information, and reach out to people around the world and inform them of the research findings and progress to date.

Together, the partners will increase access to information, educational opportunities, and the overall understanding of the effects of oil spills and the best practices of response. The Cordova Center will provide the means for transmitting this information to all those who find it interesting, valuable or crucial to their work.

## **PROJECT DESIGN**

### **Objectives**

The first objective of this project is to achieve full funding for the construction of the Cordova Center. The current estimate for total construction of the project is \$17.3 million based on a cost estimate developed by HMS Engineering, experts in cost estimating in the State of Alaska. This funding is an investment in local and regional assets that creates the physical infrastructure to diversify the economy and provide essential benefits to the community and to the region.

Once the primary objective is achieved, the objectives listed below for the uses of designated spaces in the center will be pursued. These objectives accord with EVOSTC goals.

#### **Conference Center – A venue for sharing of EVOS research**

1. Host EVOS-related workshops, marine research conferences and symposiums;
2. Show films produced with EVOS funds in the auditorium;
3. Provide space for government agency and resource management meetings;
4. Facilitate communication between scientific community and stakeholder user groups in Prince William Sound;
5. Make available space for Eyak tribal members to share traditional ecological knowledge and to hold tribal meetings.

#### **Library – Providing access to EVOS-related information**

1. Inform the public about the status of restoration efforts in the spill region;
2. Become a repository and dissemination source of EVOS and GEM publications and related research reports for scientific communities, resource managers, policy makers, and members of the public;
3. Expand library collection of materials relating to scientific research needs, commercial fishing, oil spill history, oil spill response, fisheries management related to the spill, its impact and its restoration and recovery;
4. Support oil spill and related marine researchers' needs through online sources and interlibrary loans, such as providing computer access to the ARLISS library for reference literature on oil spill research;
5. Present educational programs for all ages regarding research results; provide online links and access to EVOS Trustee Council related educational materials;

6. Share resources for research needs of Prince William Sound Science Center, Native Village of Eyak, and Prince William Sound Community College.

Science Discovery Room – Educating environmental stewards

1. House the Science Discovery Room for the Prince William Sound Science Center and U.S. Forest Service sponsored Science Discovery Program to facilitate study and monitor the ecosystem of the Sound;
2. Enhance community involvement with Science Discovery Room;
3. Conduct programs related to health and sustainability of marine resources;
4. Exhibit science displays for public education;
5. Educate youth through hands-on stewardship and monitoring activities
6. Facilitate student involvement in EVOS and other research projects.

Museum – Documenting the past and looking to the future

1. Create and display the new core exhibit *Prince William Sound: Region in Transition* that will expand the interpretation of the oil spill event to provide a comprehensive story of oil transportation safety advances in Prince William Sound, the development of oil spill response, the interrelationship of the local fishermen and fishing industry with the oil industry, the US Coast Guard's role in oil spill response, and the expansion and enrichment of science research in the Sound since the 1989 oil spill;
2. Disseminate information on restoration activities;
3. Expand exhibits on history of resource development in the Copper River Region;
4. Respond to visitor questions on EVOS and the PWS region.

Oil Spill Response Center – Oil spill prevention and response training

1. Provide space for oil spill response training (Members of Cordova fishing fleet were and are first responders to a spill in Prince William Sound);
2. Educate community members in oil spill prevention and clean-up techniques;
3. Build partnerships between resources-dependent community members and state and federal resource agencies;
4. House an Oil Spill Response Emergency and Communications Center.

Visitors' Center – Promoting the recovery of Cordova's outdoor recreation, tourism, and commercial fishing industries

1. House Visitor Center to promote opportunities for outdoor recreation and tourism in the Prince William Sound region;
2. Serve as stimulus for restoration of injured services of recreation and tourism in the region;
3. Provide seafood marketing and availability information in a kiosk at the Cordova Center, helping to expand markets for Alaska fishing resources and to restore commercial fishing economy that was injured by the spill.

Sustainability: A key factor in the initial building concept for the Cordova Center was the attempt to consolidate many Cordova facilities from old, inefficient facilities into one modern facility. This promotes effective operation and staffing, and drives down the cost of operating several uneconomical buildings. To further reduce future operating costs, the design team carefully reviewed life-cycle costs of building systems, and recommended material quality to minimize future maintenance costs. The building design aggressively utilizes the highest levels of insulation and energy efficiency, adopting several cutting edge systems for minimized

operation cost, such as displacement ventilation and passive cooling using water reservoirs integrated in the building foundation space. Architects worked with staff and maintenance personnel to solicit important input to the design with a high priority given to environmental responsiveness. The facility was registered and will seek certification status with the U.S. Green Building Council through the Leadership in Energy and Environmental Design rating system.

The community supports this new mixed-use facility because it provides the opportunity for cost effective operation, with shared resources, minimized building volume, and common centralized services, including mechanical and electrical systems.

Facility operation management: The City anticipates dedicating to the operation of the Cordova Center a part-time Marketing Director, a full-time Facility Manager, a full-time custodian and full-time maintenance position to be responsible for the tasks associated with the operations of the facility. Each of these staff members will report directly to their department head or the City Manager. The operation and maintenance of the facility will be the responsibility of the City Manager who will work closely with the Information Services Director, Facility Manager and Director of Public Works to assure that marketing, scheduling, maintenance and janitorial duties are carried out in a timely, efficient and effective manner. City Information Services staff will offer direct assistance to meeting planners. All operational and maintenance costs will be borne by the City of Cordova.

EVOSTC project related management: Staff will work closely with the Science Discovery Program to implement educational displays related to the Prince William Sound region. Whenever possible they will cooperate in providing science programs for all ages to increase learning opportunities in the community.

### **Procedure**

1. Ensure community involvement – The Cordova Center project has been under way since 2001, starting with community meetings to ascertain general needs and high-priority features. A strong consensus was achieved for the vision of a multi-purpose community center incorporating the library, museum, science discovery center, auditorium, and offices in a single facility with a marine resource theme.
2. Build collaboration – Cordova Center planners met with EVOS Trustee Council members to initiate a dialog about how the Center can best serve EVOS Trustee Council outreach needs. The City initiated a strong partnership between members of related institutions including the Prince William Sound Science Center, United States Forest Service, Native tribe of Eyak, Community College, public schools, federal agencies, nonprofit Cordova Historical Society, service and civic groups and the community as a whole to collaborate on the planning and implementation of the Cordova Center project.
3. Retain design team – The firm of Minch Ritter Voelckers, Inc. was retained as project architects in February 2002. Detailed programming analysis of spaces was initiated. Community forums focusing on site, materials and features were organized to build broad support and consensus for the project, and to provide information to the design team as ideas were formulated. The Cordova Center architectural and engineering drawings are bid-ready. They represent the culmination of three years of community discussion and design review.



4. Secure the site – The City of Cordova purchased the preferred site.
5. Plan capital campaign – A strategic plan has been developed for the capital campaign. A working fundraising plan has been formulated, with a tactical development plan for carrying out each strategy.
6. Secure state and federal appropriations – Appropriations have been requested and received for project planning and initial stages. Federal funds have been dedicated to the project from the Economic Development Administration, USDA Rural Economic Development Administration and appropriations from HUD. The Alaska State Legislature has provided funding and Governor Murkowski included an appropriation in his 2005 budget.
7. Initiate public fundraising – A public fundraising campaign has been launched and will be on-going throughout the duration of the project. These local contributions show support for the project and will stimulate funding from non-local sources.
8. Submit grant applications – Proposals have been submitted to various prospective funding sources for grants to support the Cordova Center project.
9. Apply to the Trustee Council for funds – Previous applications have been submitted to the EVOSTC for partnership in funding the Cordova Center project. Feedback was received and the application has been modified in response to more clearly identify the services to EVOSTC that the Cordova Center will support. **EVOSTC funding is a critical component in building a coalition of funders for construction of the Cordova Center. It is the keystone to the success of the project.**
10. Submit additional funding applications - **Once EVOSTC funding is committed to the Cordova Center project**, grant requests will continue to be submitted to foundations, corporations with a local presence, and businesses. Additional funding requests will be made to the Alaska Congressional delegation and to the state for budget appropriations for top-off funding.

#### Data Analysis and Statistical Methods

Not applicable

#### Description of Study Area

The City of Cordova, incorporated in 1909, is located at the southeastern end of Prince William Sound in the Gulf of Alaska. The community was built on Orca Inlet, at the base of Eyak Mountain. It lies 52 air miles southeast of Valdez and 150 miles southeast of Anchorage. Cordova is a rural community accessible by air or water. Alaska Airlines provides federally subsidized daily jet service to the state airport. Access to the community is also available by smaller planes. The Alaska Marine Highway provides ferry service.

A home rule municipality with a Council-Manager form of government and a volunteer elected mayor and city council, Cordova has a year-round population of 2,298 residents (DCED 2004) including its federally recognized Native Tribe (The Native Village of Eyak). With 15% of the population Native American, the cultures of the Alutiiqs, Eyaks and Tlingits play an important role in the community. Most Eyak tribal members reside within the community of Cordova.

Gateway to the Copper River Delta, a 60-mile arc of wetlands, Cordova relies heavily on the marine and river ecosystems for its economy. Nearly half of all households are involved in the commercial fishing industry. For 17 years, the community has worked to re-group from the devastating effects to the economy in this region from the Exxon Valdez oil spill. Cordova continues to experience economic difficulties as fluctuations occur in the fishing industry.

Since 1989, work with the tourism industry has been underway to develop the community as a desirable destination. Visitation to Cordova has been slowly increasing in the past ten years primarily from the independent traveler via AMHS or air service. Passengers also arrive each week from Memorial Day to Labor Day on small ships operated by Alaska Sightseeing Cruise West. The Iceworm Festival, the Shorebird Festival, the Copper River Wild Salmon Celebration and musical events draw additional visitors. Sport fishermen arrive in the community in late summer for the returning silver salmon sport fishing season.

### **Coordination and Collaboration**

Cordova Center planners have met with EVOS Trustee Council members several times to discuss how best to utilize space in the new facility to meet EVOS Trustee Council outreach needs and EVOS related research dissemination goals. As noted in the Procedure section, numerous stakeholders have been involved in the planning the Cordova Center. The Prince William Sound Science Center, U.S. Forest Service, Native Village of Eyak, PWS Community College, public schools, federal agencies, nonprofit Cordova Historical Society, service and civic groups and community members are collaborating on the planning and implementation of the Cordova Center project and have a stake in its success. Attached letters show support for the project. By partnering, the Center will provide cultural, educational and recreational opportunities and facilitate activities that foster the sharing of traditional ecological knowledge.

The project is structured to continually reinforce this collaboration as the interrelated services provided at the new facility complement and build upon each other. Continual public planning to identify new ways in which the facility can creatively be utilized to serve EVOS Trustee Council, the region and the state will enable the Cordova Center to maintain its role of disseminating information on restoration to a broad audience. This is an investment that will have long-term and far-reaching outcomes for EVOS Trustee Council while providing an array of benefits to the community of Cordova and the Prince William Sound region.

## **SCHEDULE**

### **Project Milestones**

Objectives	To secure funding to construct the Cordova Center
	To let the construction bid in 2008
	To begin construction in 2008
	To complete construction in 2009
	To implement EVOSTC related services upon completion of construction

## **Measurable Project Tasks**

### **FY'07, 1st quarter (October 1, 2006-December 31, 2006)**

- Proposal revised according to EVOSTC review and resubmitted

### **FY'07, 2nd quarter (January 1, 2007-March 31, 2007)**

- Project funding approved by Trustee Council
- Input sought from Trustee Council on outreach and information dissemination spatial requirements
- Requests for state and federal appropriations
- Grant applications to foundations, corporations and government sources
- New phase of local fundraising campaign initiated
- Lobby to support funding requests for state and federal appropriations
- Ongoing fundraising
- Design new *Prince William Sound: Region in Transition* museum display

### **FY'07, 3rd quarter (April 1, 2007-June 30, 2007)**

- Grant applications to foundations, corporations and government sources
- Ongoing fundraising
- Community involvement and traditional ecological knowledge plan developed with tribal and community members

### **FY'07, 4th quarter (July 1, 2007-September 30, 2007)**

- Grant applications to foundations, corporations and government sources
- Ongoing fundraising
- Interim narrative and financial reports to EVOSTC
- Move to development phase of community involvement and traditional ecological knowledge plan

### **FY'08, 1st quarter (October 1, 2007-December 31, 2007)**

- Final construction grant applications for top-off funding
- Construction bids advertised
- Prepare RFP's and bid documents
- Begin implementing community involvement and traditional ecological knowledge plan
- Groundbreaking ceremony

### **FY'08, 2nd quarter (January 1, 2008-March 31, 2008)**

- Annual EVOS Marine Science Symposium
- Construction contract awarded
- Develop publicity to market conference facility for professional meetings
- Coordinate with Native Village of Eyak to develop Technical Ecological Knowledge program for new facility

### **FY'08, 3rd quarter (April 1, 2008-June 30, 2008)**

- Contractor mobilizes
- Construction begins as soon as weather permits
- Finalize management plan for new facility



- Solicit and commission art with gulf ecosystem themes for new facility

**FY'08, 4th quarter (July 1, 2008-September 30, 2008)**

- Construction continues
- Work with educators to design opening display for Science Discovery Room
- Interim narrative and financial reports to EVOSTC

**FY'09, 1st quarter (October 1, 2008-December 31, 2008)**

- Construction continues

**FY'09, 2nd quarter (January 1, 2009-March 31, 2009)**

- Annual EVOS Workshop
- Construction continues

**FY'09, 3rd quarter (April 1, 2009-June 30, 2009)**

- Construction continues until completion
- Inspection

**FY'09, 4th quarter (July 1, 2009-September 30, 2009)**

- Move to new facility
- Grant opening
- Submit final reports

Upon completion of construction of the Cordova Center the partner departments and agencies will move into the facility. A Grand Opening celebration will be held to welcome the public into the new facility, to showcase its offerings, and to celebrate the successful partnerships and collaborations that have resulted in the completion of this important project.

During the first year of operation the services and activities that relate to EVOSTC goals and objectives will be implemented. The *Prince William Sound: Region in Transition* exhibit will be on display in the museum. The Archival materials will be catalogued and museum and library staff will assist the public in accessing the materials. Science education activities for youth will be offered at the Science Discovery Center. Educational displays will be created and assembled throughout the Cordova Center facility. Emergency oil response training sessions will be held. Marine science research symposia on PWS and events such as the annual EVOS workshop can be held at the center.

Statistics will be maintained on the use of these services and the attendance at the various events/activities. The Director of Information Services and the Mayor of Cordova will provide an update to the EVOSTC after the first year of operation to report on the initial outcomes of the EVOSTC's investment in the Cordova Center.

**RESPONSIVENESS TO KEY TRUSTEE COUNCIL STRATEGIES**

**Community Involvement and Traditional Ecological Knowledge (TEK)** – (Please see attached letters and resolutions of support.)

The Cordova Center Project developed and matured through a successful series of public meetings providing the opportunity for all residents to have input into the planning process.

Since 2002, a dozen open forum meetings have been held to discuss aspects of the Cordova Center project from site to building components to financial plans. Boxholder mailings, local surveys, and a series of articles in the *Cordova Times* have offered opportunities for education and queries. Radio talk shows since 2002 have allowed residents to comment and have questions answered. Many of the features of the Cordova Center were specifically designed to address a need that was identified or addressed in the series of public forums held early in the process. This collaboration from an early stage has allowed the project to move forward with strong support from the community. Public meetings and project progress updates continue even into this stage of the project.

The community of Cordova has determined that sustainable design is good citizenship, good economics and good public service. All the partners of the Cordova Center have made an organizational commitment to creating a sustainable facility. There is resolve to construct a multi-use public building that uses innovative techniques to be on the cutting edge environmentally and technologically. From the beginning of the planning process, this project has depended on the joint efforts of broad-based and diverse groups. All community members are invited to contribute their input to the planning process. This continual information sharing will remain a function of the Cordova Center once it is constructed.

**Cordova Center Partners:** The **City of Cordova** offers the many varied public services that municipal governments are responsible for in small rural communities including museum, library, water, sewer, road maintenance, public health and safety.

Established in 1967 as a centennial museum by the **Cordova Historical Society**, the **Cordova Museum** is operated under the auspices of the City of Cordova while the Cordova Historical Society owns the collection. The museum offers exhibitions, programs, publications and other activities that engage, enlighten, educate and entertain both community residents and visitors of all ages.

The **Cordova Public Library** provides services to patrons throughout the community of Cordova and surrounding areas from Icy Bay to hatcheries in remote areas of Prince William Sound. The library also serves as the elementary school library for 200 pre-kindergarten to sixth grade children. In addition, the library provides Internet access and on-site use of its resources to visitors throughout the year.

The **U.S. Forest Service** in partnership with the **Prince William Sound Science Center** provides the **Science Discovery Program**, offering a variety of education programs and demonstrations for youth. These programs provide an important connection to the marine environment for people of all ages and are directly related to EVOS Trustee Council concerns.

**Resource Management Applications**

Not applicable

**Budget Justification:**

*We are requesting a total of \$7,464,085 over a three year period (FY07-FY09) from the EVOS Trustee Council.* This multi-year request will fund costs associated with constructing areas in the Cordova Center with functions that directly relate to carrying out EVOSTC objectives. The following chart shows that 14,655 square feet will be used for EVOS related functions.

Square footage	<u>EVOS Space Use Designation</u>
4,075	Conference Center: A venue for sharing Sound Science & other EVOS research
1,225	Library: Providing access to EVOS related information and research support
1,040	Science Discovery Room: Educating environmental stewards
1,700	Museum: Exhibits - Documenting the past and looking to the future
3,410	Oil Spill Response Center: Training and emergency communication center
3,205	Visitors' Center: Restoration and development of regional outdoor recreation, tourism, and commercial fishing industries

Funds are also requested for the required travel to attend the Marine Science Symposium and the 9% general administration. This funding application is **not** for operation or maintenance of the facility. The City of Cordova will own and operate the Cordova Center.

Please note the following items are the same for **all** years:

- **No funds** are being requested for **personnel, commodities or equipment.**
- **No indirect funds** are being requested.
- **Community involvement activities** will be handled by the Mayor and City staff throughout the duration of the project. Regular updates to the community of Cordova will be provided through newsletters, email correspondence and other publicity activities. Finance Director's (FD) and Director of Information Services' (DIS) time, supplies and other associated costs will be provided as an **in-kind donation** from the City.

Estimate: DIS = 144 hours @ \$20.40/hour plus \$100 in supplies per year = \$3,037

- All **narrative and financial reports** will be prepared by city staff as an **in-kind donation.**

Estimate: DIS = 60 hours @ \$ 20.40/hour plus FD 120 hours @ \$44/hr per year = \$6,504

**FY07 Request: \$ 38,716 (\$38.7 in thousands)**

**Contractual:** Activities include finalization of construction drawings and exhibit design.

- Exhibit design – Bob Banghart is working with museum staff to finalize design for museum exhibits, including those related to EVOS. Contract work: **\$ 18,000 (\$18 in thousands)**
- Finalization of construction drawings and assistance with bid specifications: Minch Ritter Voelckers (architects). Contract work: **\$ 16,219 (\$ 16.2 in thousands)**

**Travel:** Mayor Tim Joyce will attend the Marine Science Symposium. Airfare \$300; hotel @ \$150/night and per diem @ \$50/day for five days. **\$ 1,300 (\$1.3 in thousands)**

**General Administration 9% fee:**  $\$35,519 \times 9\% = \$3,197$  (**\$3.2 in thousands**)

**FY08 Request: \$2,239,367 (2239.37 in thousands)**

**Contractual:** The contractor will mobilize and construction will begin as soon as the weather allows in 2008. Architects estimate that construction will be 30% complete by the end of September. The contractual budget request for FY08 will fund 30% of the project costs associated with the 14,655 square feet identified as related to EVOSTC interests. Project cost per



square foot for the purpose of this request is based on architectural/engineering, administration, exhibit design/installation, construction, and a portion of the contingency costs, divided by total square footage: \$15,878,000 /34,000 square feet = \$ 467 per square foot

14,655 square feet X \$467 per sq. ft. X 30% = **\$2,053,166 (\$2053.17 in thousands)**

**Travel:** The Mayor will attend the Marine Science Symposium. **\$ 1,300 (\$1.3 in thousands)**

**General Administration 9% fee:** \$2,054,466 X 9% = **\$184,902 (\$184.9 in thousands)**

**FY09 Request: \$5,186,002 (\$5186.0 in thousands)**

**Contractual:** Construction will continue until completion, which is anticipated in July 2009. Final inspections will occur as soon as possible and the obligations with the contractor finalized following the acceptance of the structure by the City of Cordova. The contractual budget request for FY09 will fund the final 59.5% of the project costs associated with the 14,655 square feet identified as related to EVOSTC interests.

14,655 square feet X \$467 per sq. ft. X 69.5% = **\$ 4,756,500 (\$4756.5 in thousands)**

**Travel:** The Mayor will attend the Marine Science Symposium. **\$1,300 (\$1.3 in thousands)**

**General Administration 9% fee:** \$4,757,800 X 9% = **\$428,202 (\$428.2 in thousands)**

**EVOS Trustee Council funding is a critical component to project success. As well as providing valuable financial support, it will allow Cordova to leverage funds from other sources to make the Cordova Center Project a reality.**

#### **Other revenues and cost-sharing for the project**

To date, \$3.7 million has been secured: federal appropriations - \$1.98 million; City of Cordova - \$225,000; FY06 Governor's budget - \$1 million; Economic Development Administration - \$200,000; Alaska State Legislature - \$25,000; U.S. Forest Service - \$300,000; and \$20,000 from local fundraising. In addition, the City has provided in excess of \$90,000 through in-kind and cash support for the planning and development of the project. The design and construction drawings are complete, the site has been acquired and some funds are available for construction.

An active local fundraising campaign is underway to obtain the remaining needed funds. In-kind support will be provided during the construction phase with time and equipment of the following departments: public works; planning and water/sewer. The remainder of the funds for this project will be raised from a public/private fundraising partnership made up of local contributions, government appropriations and grants from foundations, corporations and government agencies.

<b>PROJECT EXPENSES</b>		<b>PROJECT REVENUES</b>	
Land	\$ 140,000	Municipal to date	\$ 225,000
Architect & Engineering	\$ 900,000	State & Federal to date	\$3,513,000
Administration/Inspection	\$ 320,000	Local fundraising	\$ 20,014
Construction	\$13,261,748	<b>Total Funding Secured</b>	<b>\$3,758,014</b>
Exhibit Design/Installation	\$ 500,000	Municipal Projected	\$ 775,000
Equipment/Furnishings/Art	\$ 381,618	State & Federal Projected	\$2,966,679
Landscaping	\$ 30,000	Foundations/Corporations Projected	\$2,709,000
Contingency/Inflation	\$ 1,724,027	Local Fundraising Projected	\$ 205,000
		<b>EVOSTC funding for construction</b>	<b>\$6,843,885*</b>
		<b>Total Funding Projected</b>	<b>\$13,499,564</b>
<b>Total Funding Needs</b>	<b>\$17,257,393</b>	<b>Total Secured &amp; Projected</b>	<b>\$17,257,578</b>

\*Additional EVOSTC funding request of \$620,201 is for 9% GA costs plus Symposium travel

Kodiak Waste Management Plan

\$2,124,500 EVOS Civil Settlement Funds

A waste management plan, including facilities helps reduce marine pollution through proper disposal of common pollutants, such as waste oil and hazardous household waste. This plan provides disposal facilities and equipment for Kodiak, Old Harbor, Akhiak, Karluk, Laresn Bay, Port Lions and Ouzinkie.

Alutiiq Museum

\$1,500,000 EVOS Civil Settlement Funds

Archaeological repository and facilities for the Alutiiq Museum, making it the first museum in the spill region with proper facilities for care, cleaning and storage of archaeological artifacts.

Alaska Sea Life Center

\$26,500,000 EVOS Civil Settlement Funds

Partially funded this \$55 million research and education facility in Seward. Criminal funds provided another \$12.5 million.

Homer's Mariner Park

EVOS Civil Settlement Funds

Plan for restoration of this highly stressed intertidal habitat for benefit of shorebirds, intertidal biota and recreational users.

Lower Cook Inlet Waste Management Plan

EVOS Civil Settlement Funds

A waste management plan, including some facilities, will help reduce marine pollution by eliminating sources such as waste oil and hazardous household waste.

Sound Waste Management Plan

\$1.4 million EVOS Civil Settlement Funds

A waste management plan, including facilities, helps reduce marine pollution through proper disposal of common pollutants, such as waste oil and hazardous household waste. Facilities were constructed in Whittier, Chenega, Tatitlek, Valdez and Cordova.

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Budget Category:</b>	<b>Proposed FY 07</b>	<b>Proposed FY 08</b>	<b>Proposed FY 09</b>		<b>TOTAL PROPOSED</b>	
Personnel	\$0.0	\$0.0	\$0.0		\$0.0	
Travel	\$0.0	\$0.0	\$0.0		\$0.0	
Contractual	\$35.5	\$2,054.5	\$4,757.8		\$6,847.8	
Commodities	\$0.0	\$0.0	\$0.0		\$0.0	
Equipment	\$0.0	\$0.0	\$0.0		\$0.0	
Subtotal	\$35.5	\$2,054.5	\$4,757.8		\$6,847.8	
General Administration (9% of subtotal)	\$3.2	\$184.9	\$428.2		\$616.3	
Project Total	\$38.7	\$2,239.4	\$5,186.0		\$7,464.1	
Other Resources: (Cost Shares)	\$150.0	\$2,710.2	\$6,690.6		\$9,550.8	

EVOSTC funds are being requested to cover the costs associated with the 14,655 square feet of the Cordova Center that have been identified as related to EVOSTC outreach and information sharing activities, travel to the Science Marine Symposium and the 9% required GA. The costs associated with the remaining square footage, landscaping, furniture, equipment, art and the contingency are being funded by the following **cost sharing** sources:

**Secured funding sources: \$3.758M raised to date**

**Site:** City of Cordova-\$140,000. **Planning and design:** Economic Development Admin \$200,000; City of Cordova match for EDA \$85,000; Federal Financial Assistance \$300,000; A portion of appropriations Bill FY03 S2709-Dept of Interior \$994,000 (remainder on construction).

**Construction, equipment, furniture, art, administration, etc:** Appropriations Bill FY04- Veterans Admin \$994,000; State of AK FY05 - Appropriation \$25,000; State of AK Governor's Capital Project FY06 Budget Appropriation \$1,000,000; local fundraising \$20,014.

In addition to the cost sharing listed in the summary form above, \$858,805 has been spent on project planning activities from secured grant funds and city matching funds. The city has acquired the site for \$140,000 and provided a substantial amount of in-kind staff time gathering public input, working with the architects and other planning activities related to the project.

**Projected funding sources:**

**Construction, equipment, furniture, art, administration, etc:** Federal and state appropriations \$2.967M; Municipal funding: \$775,000; Foundation funding and corporate donations \$2.7M; and local fundraising activities \$205,000. These projected funds will be spent on administration, contractual, equipment, furniture, art, landscaping, and to cover a portion of the contingency in the project budget. Please see Budget Justification narrative for complete project budget.

**FY 07-09**

Date Prepared:

7-Jan-07

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Trustee Agency

**FORM 3A  
TRUSTEE  
AGENCY  
SUMMARY**



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Personnel Costs:</b>		GS/Range/ Step	Months Budgeted	Monthly Costs	Overtime	Personnel Sum
Name	Description					
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
Subtotal			0.0	0.0	0.0	
					<b>Personnel Total</b>	<b>\$0.0</b>

<b>Travel Costs:</b>		Ticket Price	Round Trips	Total Days	Daily Per Diem	Travel Sum
Description						
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
					<b>Travel Total</b>	<b>\$0.0</b>

**FY 07**

Project Number:  
 Project Title: The Cordova Center: EVOSTC Outreach  
 and Information Sharing Venue  
 Agency: Trustee Agency

**FORM 3B  
Personnel  
& Travel  
DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Contractual Costs:</b>		<b>Contractual</b>
Description		<b>Sum</b>
4A Linkage		35.5
If a component of the project will be performed under contract, the 4A and 4B forms are required.		<b>Contractual Total</b> \$35.5
<b>Commodities Costs:</b>		<b>Commodities</b>
Description		<b>Sum</b>
<b>Commodities Total</b>		\$0.0

**FY 07**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

**FORM 3B  
Contractual &  
Commodities  
DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

[illegible]

**FY 07**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

FORM 3B  
Equipment  
DETAIL



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Personnel Costs:</b>		GS/Range/ Step	Months Budgeted	Monthly Costs	Overtime	Personnel Sum
Name	Description					
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
Subtotal			0.0	0.0	0.0	
<b>Personnel Total</b>						<b>\$0.0</b>

<b>Travel Costs:</b>		Ticket Price	Round Trips	Total Days	Daily Per Diem	Travel Sum
Description						
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
<b>Travel Total</b>						<b>\$0.0</b>

**FY 08**

Project Number:  
 Project Title: The Cordova Center: EVOSTC Outreach  
 and Information Sharing Venue  
 Agency: Trustee Agency

**FORM 3B  
 Personnel  
 & Travel  
 DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Contractual Costs:</b>		<b>Contractual</b>
Description		<b>Sum</b>
4A Linkage		2,054.5
If a component of the project will be performed under contract, the 4A and 4B forms are required.		<b>Contractual Total</b>
		\$2,054.5
<b>Commodities Costs:</b>		<b>Commodities</b>
Description		<b>Sum</b>
<b>Commodities Total</b>		\$0.0

**FY 08**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

**FORM 3B  
Contractual &  
Commodities  
DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

[illegible]**FY 08**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

FORM 3B  
Equipment  
DETAIL



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Personnel Costs:</b>		GS/Range/ Step	Months Budgeted	Monthly Costs	Overtime	Personnel Sum
Name	Description					
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
Subtotal			0.0	0.0	0.0	
<b>Personnel Total</b>						<b>\$0.0</b>

<b>Travel Costs:</b>		Ticket Price	Round Trips	Total Days	Daily Per Diem	Travel Sum
Description						
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
<b>Travel Total</b>						<b>\$0.0</b>

**FY 09**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

**FORM 3B  
Personnel  
& Travel  
DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

<b>Contractual Costs:</b>		Contractual
Description		Sum
4A Linkage		4,757.8
If a component of the project will be performed under contract, the 4A and 4B forms are required.		
<b>Contractual Total</b>		<b>\$4,757.8</b>
<b>Commodities Costs:</b>		Commodities
Description		Sum
<b>Commodities Total</b>		<b>\$0.0</b>

**FY 09**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

**FORM 3B**  
**Contractual &**  
**Commodities**  
**DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

[illegible]**FY 09**

Project Number: \_\_\_\_\_  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Agency: Trustee Agency

FORM 3B  
Equipment  
DETAIL



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

Budget Category:	Proposed FY 07	Proposed FY 08	Proposed FY 09		TOTAL PROPOSED	
Personnel	\$0.0	\$0.0	\$0.0		\$0.0	
Travel	\$1.3	\$1.3	\$1.3		\$3.9	
Contractual	\$34.2	\$2,053.2	\$4,756.5		\$6,843.9	
Commodities	\$0.0	\$0.0	\$0.0		\$0.0	
Equipment	\$0.0	\$0.0	\$0.0		\$0.0	
Subtotal	\$35.5	\$2,054.5	\$4,757.8		\$6,847.8	
Indirect (rate will vary by contractor)	\$0.0	\$0.0	\$0.0		\$0.0	
Project Total	\$35.5	\$2,054.5	\$4,757.8		\$6,847.8	

**FY 07-09**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

**FORM 4A  
Non-Trustee  
SUMMARY**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Personnel Costs:</b>				Months Budgeted	Monthly Costs	Overtime	Personnel Sum
	Name	Description					
	NONE						0.0
							0.0
							0.0
							0.0
							0.0
							0.0
							0.0
							0.0
							0.0
							0.0
							0.0
							0.0
Subtotal				0.0	0.0	0.0	
<b>Personnel Total</b>							<b>\$0.0</b>

<b>Travel Costs:</b>		Ticket Price	Round Trips	Total Days	Daily Per Diem	Travel Sum
	Description					
	T. Joyce attend Marine Science Symposium in Anchorage	0.3	1	5	0.2	1.3
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
<b>Travel Total</b>						<b>\$1.3</b>

**FY 07**

Project Number:  
 Project Title: The Cordova Center: EVOSTC Outreach  
 and Information Sharing Venue  
 Name of Contractor: City of Cordova

FORM 4B  
 Personnel  
 & Travel  
 DETAIL

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Contractual Costs:</b>		<b>Contractual</b>
<b>Description</b>		<b>Sum</b>
Contract with architects and museum exhibit designer to complete plans 14655 square feet related space X \$467 per square foot @ .5% completion equals \$34,219		34.2
<b>Contractual Total</b>		<b>\$34.2</b>
<b>Commodities Costs:</b>		<b>Commodities</b>
<b>Description</b>		<b>Sum</b>
NONE		
<b>Commodities Total</b>		<b>\$0.0</b>

**FY 07**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

**FORM 4B  
Contractual &  
Commodities  
DETAIL**



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

New Equipment Purchases:		Number of Units	Unit Price	Equipment
Description				Sum
	NONE			0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
			<b>New Equipment Total</b>	<b>\$0.0</b>
Existing Equipment Usage:			Number of Units	
Description				
	NONE			

**FY 07**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

FORM 4B  
Equipment  
DETAIL

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

Personnel Costs:			Months Budgeted	Monthly Costs	Overtime	Personnel Sum
Name	Description					
NONE						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
Subtotal			0.0	0.0	0.0	
<b>Personnel Total</b>						<b>\$0.0</b>

Travel Costs:		Ticket Price	Round Trips	Total Days	Daily Per Diem	Travel Sum
Description						
Mayor	attend Marine Science Symposium in Anchorage	0.3	1	5	0.2	1.3
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
						0.0
<b>Travel Total</b>						<b>\$1.3</b>

**FY 08**

Project Number:  
 Project Title: The Cordova Center: EVOSTC Outreach  
 and Information Sharing Venue  
 Name of Contractor: City of Cordova

**FORM 4B  
Personnel  
& Travel  
DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Contractual Costs:</b>		<b>Contractual</b>
<b>Description</b>		<b>Sum</b>
Contract with general contractor to construct the Cordova Center -- anticipate 30% completion of facility in FY08 14655 sq ft related to EVOSTC @ \$ 467 per square foot @ 30% completion equals \$2,053,166		2,053.2
<b>Contractual Total</b>		<b>\$2,053.2</b>
<b>Commodities Costs:</b>		<b>Commodities</b>
<b>Description</b>		<b>Sum</b>
NONE		
<b>Commodities Total</b>		<b>\$0.0</b>

**FY 08**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

**FORM 4B  
Contractual &  
Commodities  
DETAIL**



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

New Equipment Purchases:		Number of Units	Unit Price	Equipment
Description				Sum
	NONE			0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
			<b>New Equipment Total</b>	<b>\$0.0</b>
Existing Equipment Usage:			Number of Units	
Description				
	NONE			

**FY 08**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

FORM 4B  
Equipment  
DETAIL

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Personnel Costs:</b>				Months Budgeted	Monthly Costs	Overtime	Personnel Sum	
Name	Description							
NONE							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
							0.0	
Subtotal				0.0	0.0	0.0		
<b>Personnel Total</b>							<b>\$0.0</b>	
<b>Travel Costs:</b>				Ticket Price	Round Trips	Total Days	Daily Per Diem	Travel Sum
Description								
Mayor	attend Marine Science Symposium in Anchorage			0.3	1	5	0.2	1.3
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
								0.0
<b>Travel Total</b>								<b>\$1.3</b>

**FY 09**

Project Number:  
 Project Title: The Cordova Center: EVOSTC Outreach  
 and Information Sharing Venue  
 Name of Contractor: City of Cordova

**FORM 4B  
Personnel  
& Travel  
DETAIL**

**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL  
DETAILED BUDGET FORM FY 07 - FY 09**

<b>Contractual Costs:</b>		<b>Contractual</b>
<b>Description</b>		<b>Sum</b>
Contract with general contractor to construct the Cordova Center -- anticipate final 69.5% completion of facility in FY09 14655 sq ft related to EVOSTC @ \$ 467 per square foot @ 69.5% completion		4,756.5
<b>Contractual Total</b>		<b>\$4,756.5</b>
<b>Commodities Costs:</b>		<b>Commodities</b>
<b>Description</b>		<b>Sum</b>
NONE		
<b>Commodities Total</b>		<b>\$0.0</b>

**FY 09**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

**FORM 4B  
Contractual &  
Commodities  
DETAIL**



**EXXON VALDEZ OIL SPILL TRUSTEE COUNCIL**  
**DETAILED BUDGET FORM FY 07 - FY 09**

New Equipment Purchases:		Number of Units	Unit Price	Equipment
Description				Sum
	NONE			0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
				0.0
Indicate replacement equipment with an R.			<b>New Equipment Total</b>	\$0.0
Existing Equipment Usage:			Number of Units	
Description				
	NONE			

**FY 09**

Project Number:  
Project Title: The Cordova Center: EVOSTC Outreach  
and Information Sharing Venue  
Name of Contractor: City of Cordova

FORM 4B  
Equipment  
DETAIL



November 14, 2003

Gregg Renkes  
Attorney General  
State of Alaska

James W. Balsiger  
Administrator, Alaska Region  
National Marine Fisheries Service

Ernesta Ballard  
Commissioner  
Alaska Department  
of Environmental Conservation

Drue Pearce  
Senior Advisor to the Secretary  
for Alaskan Affairs  
U.S. Department of the Interior

Kevin Duffy  
Commissioner  
Alaska Department of Fish and Game

Joe Meade  
Forest Supervisor, U.S. Forest Service  
U.S. Department of Agriculture

Attn: Gail Phillips, Executive Director  
Exxon Valdez Oil Spill Trustee Council  
441 West Fifth Avenue, Suite 500  
Anchorage, AK 99501

Re: The Cordova Center

Dear Members of the Trustee Council:

We request that you favorably consider this proposal by the City of Cordova that the Trustee Council approve Exxon Valdez Oil Spill (EVOS) Settlement funds for use in support of the Cordova Center community and economic restoration project. This multi-purpose facility will incorporate scientific research and oil spill response elements. There will be cultural and educational components housed in the facility. It will allow for small convention capability that will contribute to community economic development.

**Congressional Support for the Cordova Center**

The Cordova Center project occupies the preeminent role in the recovery and rejuvenation of this community from the economic set-back experienced after the 1989 oil spill. Thanks to the tireless work and continuing support of Senator Ted Stevens and his staff, as well as the rest of the Alaska Congressional Delegation, our community has obtained funding to plan and design this facility. Senator Lisa Murkowski visited our community earlier this year, is strongly supportive of this initiative, and is working with us to help make this project a reality. The funding support to date has enabled Cordova to identify our community's needs and plan this landmark project. We have preliminary architectural renderings and engineering schematics and



will have completed construction design documents by March 2004. The City is currently acquiring the site selected through a community public process.

In addition to the work over the past several years by Senator Stevens and Congressman Young on the Cordova Center, this project was in then Senator Frank Murkowski's vision for our city in 1999. At that time, in the Committee Report to accompany the bill S.711 in the 106<sup>th</sup> Congress, Senate Energy and Natural Resources Committee Chairman Frank Murkowski stated:

**"Speaking of the human element, I also hope this bill will lead to the Trustee Council placing a greater emphasis on economic development projects for the impacted communities as provided for in the legislation. It is for this reason that language specifically authorizes 'community and economic restoration projects and facilities . . .' [i]t is my intent that this provision include economic development projects such as the Cordova Center which is proposed by the people of the economic and emotional ground zero of the spill."**

#### **Highly Functional Multiple-Use Facility**

The City has made a special effort to design the Cordova Center to revitalize and enhance our community. Components of the Cordova Center include: an oil spill response training and incident command and communications center; an education room; a state-of-the-art conference center; the public library that also serves as the elementary school library; the historical museum and a performing arts theatre. There will be a wide variety of exhibits including those from the Oil Spill Recovery Institute. These will include information about oil spill prevention developments, as well as the results of marine research conducted since the spill. The Center will showcase advancements that are being made to assure safe oil transport. These will protect the natural resources of Prince William Sound on which this and other communities in the Sound are dependant.

Throughout the design process our community has emphasized functionality, energy efficiency, multiple and year-round uses of the Center. The facility is designed to achieve those goals.

#### **Public Consensus**

Through well-attended meetings, public input in the project planning and design process has been very strong and inclusive. This project is bringing our diverse community together to plan for a future of economic opportunities and higher quality of life.

Community support continues to grow and strengthen for the Center. Please see enclosure #3 for user groups that will utilize and benefit from the project. Community support is key to the ultimate success of the project. The Cordova Center has elicited more widespread support than any other project within our community.

### **Energy Efficient 100-Year Design Equals Low O and M Costs**

The community has committed considerable effort to designing this project to be one of the most energy efficient facilities in the entire state. We anticipate that it will receive the Leadership in Energy and Environmental Design (LEED) certification for its energy efficiency. This will translate to substantial operation and maintenance savings annually. Construction materials designated by the design ensure that the facility will have a very long, useful life.

### **Economic Diversification**

The design for the Cordova Center connects streets on two different elevations. It links the harbor to the heart of the downtown area with covered walkways. The building site offers a commanding view of the picturesque waterfront in one direction and of spectacular mountains in the other. The facility is designed to withstand the extreme weather Cordova experiences at times. It will become the centerpiece of the economic rejuvenation and cultural expansion of the City of Cordova. The Cordova Center will improve the quality of life for residents and visitors, which is a high priority in our community.

Diversifying and strengthening the local economy has been a focus throughout the process. Since 1989, Cordova has experienced an economic downturn. Overnight, the spill's impact on Prince William Sound changed Cordova's economy dramatically. The fishing fleet in Cordova was a principal contributor to oil spill response efforts from the first day of the spill. The Center will facilitate continued improvement to oil spill response capability.

To meet its economic challenges, the City plans to provide a stimulus to the local economy through the Cordova Center. The new facility will attract a wide variety of conferences, retreats, meetings, and smaller conventions to the community. Oil spill response training sessions, scientific and research conferences, conventions and workshops related to government, tourism, the corporate world, non-profit organizations, commercial fishing and other sectors will be a major step in diversifying and providing a much needed catalyst for the economy of the entire region.

The community of Cordova will contribute substantially to this project through site acquisition, community funding, in-kind and other contributions. A public/private funding strategy will be implemented to raise necessary project funds. Grants will be sought from foundations, corporations, government agencies and other sources. The community is united to move forward from the devastating impacts of the spill. We are proactively creating a positive future for our city. The Center offers an opportunity for empowerment and a return of civic pride.

### **Community and Economic Restoration**

We look forward to discussing our project with you once you have had the opportunity to review the enclosed information. We value your guidance and suggestions on how to implement

Exxon Valdez Oil Spill Trustee Council  
November 14, 2003  
Page 4 of 4

our plan for this "community and economic restoration" project (Governor Frank Murkowski). We can think of no better way to revitalize this area of the spill region. We deeply appreciate your favorable consideration of our request for assistance.

Sincerely,

Tim Joyce  
Mayor

Scott Hahn  
Manager

Cathy Sherman  
Museum/Library Director

cc: Governor Frank Murkowski

Enclosures: (1) Preliminary Design, Cordova Center, Overview  
(2) Long-term Operation and Maintenance  
(3) Supporting Organizations  
(4) Cost Analysis





***What will the Emergency Response Center be used for when training is not in session?***

This space would also be available to be used for the following: community meetings; conference break-out sessions; Incident Command/EMS training; local training opportunities and classes.

***Also, can you give me more details about what films EVOS has produced.***

I have listed some of the specific films funded by EVOS but in general we would like to be offer more opportunities for the science presentations and programs offered now in the community in a larger and better equipped venue. For example, last night the Science Center presented a program on [www.pwsherringportal.org](http://www.pwsherringportal.org) explaining the implementation of a relational database of 4 dimensions (x, y, z, and time) of PWS herring data from 1973 to the present. This was a significant community program important to the fishing community, but held in a small space.

Here are some other examples that we know of:

(Project 96214) The purpose of this project is to make a documentary on subsistence hunting of harbor seals in PWS. This video will document all facets of harbor seal hunting including the ecological and biological knowledge hunters use to hunt harbor seals. By documenting this knowledge, the project will enhance the restoration of the seal population by providing an indigenous hunter's perspective on harbor seal ecology.

(Project 98274) This project will produce a 28-minute film on the subsistence use of herring, herring spawn, and nearshore ecosystem resources in Prince William Sound. Historically, the nearshore ecosystem produced critical resources for subsistence users including herring spawn, octopus, clams, mussels, sea otters, harlequin ducks, and chitons. In the harbor seal documentary (Project /214) Tatitlek residents discussed their view of the relationship between the oil spill, Pacific herring populations, harbor seal populations, and their ability to pursue subsistence. This film will expand on this discussion by documenting all facets of herring and nearshore ecosystem resource use including the ecological and biological knowledge people use to harvest those resources.

(Project 00481) This project will produce a 27 minute documentary film on the impacts of the oil spill on the subsistence use of intertidal resources, including mussels, clams, chitons, and octopus, by residents of two predominantly Alaska Native communities: Chenega Bay in Prince William Sound and Ouzinkie on Kodiak Island. This project will build on two previous subsistence documentaries (projects 96214 and 98274) and will focus on the use of resources in the



intertidal, the area hardest hit by oil, and broaden the discussion by bringing in the perspective of the residents of Chenega Bay, the first community directly in the path of the spilled oil, and Ouzinkie, the first Kodiak-area community to see the oil arrive. The documentary will compare the impact the spill has had on the use of intertidal resources in each community as well as the ongoing EVOS restoration efforts to help residents mitigate these impacts

***Also, can you tell me a little about the tourism numbers in Cordova, also any info you have re before and after the spill?***

While we have minimal local visitor records pre-spill I can provide you with some information that we have gathered over the years. I've attached the museum's visitor statistics which you can see have increased over the years but we supplemented our local visitation by bringing the school system into the museum for regular cultural curriculum visits. Also what I have observed in the past two years is that we seem to be reaching our local capacity in terms of infrastructure. Visitation has slowly regained in numbers, but the community has not improved, enlarged or been able to invest in the development of infrastructure to support this.

The other observation is that more and more of the visitors are interested in the relationships between the fishing industry, oil spill, safety and science of the Sound. This is an area that needs to be addressed to produce a better learning experience for the visitor to Prince William Sound.

Additional information that I have in my files was gleaned from studies produced by EVOSTC funding. Highlights follow.

Studies of sportfishing activity and tourism indicators (vacation planning, visitor spending and canceled bookings) indicated decreases in recreation/tourism activity.

The McDowell Group did an initial assessment of the impact of the oil spill on the Alaska Tourism Industry in August 1990 that is available through the EVOSTC site.

Summary and Analysis Overall, the Exxon Valdez Oil Spill of March 24, 1989 had major effects on the tourism industry throughout Alaska.

The major negative effects identified by business surveys conducted for this report were: Decreased resident and non-resident Vacation/Pleasure visitor traffic in the spill-affected areas of Valdez, Homer, Cordova and Kodiak due to lack of available visitor services (accommodations, charter boats, air taxis).



Of the businesses surveyed in spill-affected areas, 43% felt their business had been significantly or completely affected by the oil spill in summer 1989.

Severe labor shortage in the visitor industry throughout the state due to traditional service industry workers seeking high-paying spill clean-up jobs. The result was a higher cost of doing business among visitor industry

Fifty-nine percent of businesses in the most spill-affected areas reported spill-related cancellations and 16% reported business was less than expected due to the spill. The business segments most negatively affected by the spill included lodges and resorts, Alaska-based tour companies, guided outdoor activities, charter and sightseeing boats.

Other major negative effects were reported in related research conducted by The McDowell Group and the Alaska Visitors Association. This research measured direct visitor spending and potential visitor impacts of the spill during summer 1989. The negative effects of the spill felt directly by visitors were as follows: Visitor spending decreased 8% in Southcentral Alaska and 35% Southwest Alaska from previous summer spending, the two major affected areas. The net result was a loss of \$19 million in visitor spending. (Source: Alaska Visitor Statistic Program, Visitor Expenditure Survey, Summer 1989).



## Mayor's Minute

Economic development is important in Cordova. I think everyone would agree to that statement. If the economy falters or stalls, many people start losing their jobs and then move away, which then results in a loss of students in the school, which reduces state funding and then we lose teaching jobs and the cycle continues. So how do we keep the economy going?

The city is seeking funding for the Cordova Center which will create a whole new industry in the winter months. A recent study found that there are over 300 organizations in Alaska of 200 people or less that have meetings each year. These organizations require the infrastructure in a city to be capable of hosting their meetings. These organizations require that a meeting facility is available that has a good sound system and video equipment. They also look at the number of available rooms to rent as well as catering services and restaurants and transportation. Cordova has everything except the meeting facility.

A few years ago I organized a meeting of the Alaska Chapter of the American Fisheries Society. The meeting lasted four days and had just over 200 people attend. We spent over \$24,000 just on the meeting rooms and catering services. That does not count the lodging, car rental, restaurant trade, local transportation and other purchases made by the travelers, which when added in would more than double that amount. All Cordova needs is the facility to bring that business here. If Cordova had just two meetings a month from November through March (10 meetings a year) we could bring in over \$500,000 of new money to town. The hotels and B&B's would have winter time business. Restaurants would stay open in the winter. Our economy would grow and jobs would be created.

The Cordova Center is not another oversized public facility. Our current museum, library and city hall were built after the 1964 earthquake. The city has outgrown both and the buildings are costly to heat and maintain. Yes, we could fix the roof, insulate the buildings, rebuild the interior to meet ADA standards and we would have very expensive retrofitted buildings that are too small, and located in the tsunami zone. The Cordova Center will be built with a minimum 50 year life expectancy that has fuel and electric efficiencies in mind. Moving the library, museum and city hall into this new building above the tsunami zone will provide for multiple uses and the city will dispose of one if not both of our existing buildings.

The city is seeking grants from different agencies and foundations to construct this facility as we cannot do it alone. There are several existing and prospective businesses in town that have received grants to expand or start. The state recently supplied funds for processors to improve their products in order to expand their markets; the building of the Ilanka Cultural Center was done with Denali Commission grants and Rasmuson Foundation funds. All of these grants have produced businesses that contribute to the economy. Getting grants for the Cordova Center is no different and it too will contribute to the economy.

On May 1, the Exxon Valdez Oil Spill Trustee Council (EVOS TC) will be in Cordova to hear public testimony on the Cordova Center. We are asking for \$7 million dollars from the Trustee Council to help with the construction of this building. We know



that human services were damaged from the Exxon spill. We also know that fisheries have disappeared or were depressed from the Exxon spill and we will never be able to re-coop those lost revenues. The EVOS TC can only spend money on projects that will help restore damaged resources and human services. The Cordova Center is one method to restore the damaged tourism industry that was greatly reduced after 1989 and is only now recovering. Seward received funds for the Sealife Center, Kodiak received funds to build a museum and a research center, Homer received funds for a recreation park, but Cordova, which has suffered more than any other community has nothing to show for our loss. If the EVOS TC agrees to fund a portion of this facility it will help us move forward from the process from the Oil spill. We do not know what the Supreme Court is going to do, but the EVOS TC money is available now. Sooner or later we will need to replace, expand or do major repairs on our existing city buildings. Funding the Cordova Center with grants from agencies like the EVOS TC will reduce the city's cost to maintain, repair and operate our existing facilities. So, if you agree that economic development is good for the city, if you believe Cordova deserves to be considered equal to other oiled communities and if you want to keep the costs of operating our city buildings down by consolidating our buildings into one that is energy efficient so we can sell the surplus buildings then you can see why I think that the Cordova Center is good for Cordova. We need a unified show of support to the EVOS TC on May 1 to convince them that Cordova is ready and willing to look to our future and start to put the past behind us.



**The New York Times**

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## **Recovery Still Incomplete After Valdez Spill**

By WILLIAM YARDLEY

CORDOVA, Alaska — As the oil spill spreads ominously in the Gulf of Mexico, its impact uncertain, communities here beside Prince William Sound are still confronting the consequences of March 24, 1989, the day of the wreck of the Exxon Valdez.

The tanker Valdez spilled 11 million gallons of crude oil, staining 1,500 miles of coastline, killing hundreds of thousands of seabirds, otters, seals and whales, and devastating local communities. The spill stopped after just a few days. Recovery may not have an end date.

Fishing here is far from what it was. Suicides and bankruptcies and bitterness surged. Many people left even as a few became "spillionaires," getting paid to clean up.

A new industry took hold: environmental groups, scientific organizations, experts in the psychological trauma of oil spills. A network of fishermen is now trained and paid by the oil industry to respond if another disaster strikes.

Lawyers, fishermen and environmentalists in the gulf are now calling, looking for guidance in areas like how to harness political anger over the spill and the most effective ecological triage. National news crews are chartering planes to nearby islands to see how oil still coats rocks just below the surface all these years later.

Fishermen recount once again their complicated journeys from the spill to the payments they received just last year from a punitive damages judgment of about \$500 million against Exxon in 1994.

People here say they want to move on.

"You've got one jaded group of people in this town," Sylvia Lange, who worked her first fishing boat at 14 and now runs a hotel overlooking the water. "First it was the 10th anniversary, then the 20th and now this."

Cordova is a reluctant touchstone, still trying to figure out how to respond to the event that defines it for much of the outside world. This year, officials hope to break ground on an ambitious new museum that will replace the frayed scrapbooks of news clippings that now rest on a table near dugout canoes and tools used for gold mining in a room connected to the local library.

"We don't even have an exhibit about the spill, and yet it's the most-asked question we get," said Cathy Sherman, who runs the current museum and library. "Nobody even wanted to be reminded of it here."



Ms. Sherman said the new museum, which has secured about \$18 million in financing from the state and other sources, will tell the story of the spill through objects, including a piece of the Valdez hull. But it will also try to show "what we learned," she added.

The lessons continue, even after books and dissertations have been written, documentaries made, songs composed and case studies completed. The mountain views are still stunning but the herring fishery is gone, the king and Dungeness crabs, too. Prawns are coming back, but just barely. The loss of the herring industry over the years since the spill has cost the region about \$400 million, said R. J. Kopchak of the Prince William Sound Science Center, although some blame cyclical patterns or other factors for the change, not the spill.

Much of a generation chose paths other than fishing, though some younger people have decided to take their chances.

Makena O'Toole, 24, said his earliest memory from childhood was of the paralyzing moment his father, a fisherman, heard that the Valdez tanker had crashed into Bligh Reef. Now, even with the famed Copper River sockeye that spawn here, Mr. O'Toole said, "This is still not a place to be a fisherman."

Mr. O'Toole said he plans to move south in September, to fish out of Sitka, where he said the fishery was more abundant "because there wasn't an oil spill there."

In December, Exxon sent the last of a nearly \$500,000 payment to John Platt, but Mr. Platt said he never saw it. Straight to the state and the bank it went, to clear the liens on his boats and his fishing permits, to dig out of the debt he accumulated, some through his own admitted missteps, in the two decades since the wreck of the Valdez.

The payments were initially supposed to be much higher, before Exxon successfully fought, all the way to the Supreme Court, to have them reduced.

"The money was supposed to bring closure," Mr. Platt said. "Deep down inside I was really banking on it, but it didn't happen."

Most people received far less money than Mr. Platt and other fishermen who were able to document strong catches in the years before the spill. Others opted out of the sprawling class-action suit.

Ms. Lange said her family dropped out of the suit and moved to western Alaska to work in the fishing industry there for several years after the spill.

"We made the conscious decision that we were no longer going to be victims," she said. "I could see my whole life going into the spill."

Empathy is high here for those closest to the spill in the gulf. Perhaps economic disaster still can be averted, some say. Maybe the fact that the Gulf Coast is so much more accessible than Prince William Sound will help. Maybe its economies will prove diverse enough to handle whatever hit comes. Maybe the warmer water will help disperse the oil. Maybe the fact that, unlike here, the oil spilling in the gulf is being emulsified somewhat as it rises from 5,000 feet below.

But most people here said they thought that at least some communities in the gulf would begin a painful journey with no clear conclusion.

Two years ago, Mike Webber, a fisherman here who also does native carvings, unveiled a "shame pole" he had made to protest Exxon's actions during and after the spill. The pole depicted dead eagles, herring with lesions, the head of an Exxon executive, upside down.

Now, Mr. Webber said, "People keep telling me to do a healing pole, but I can't come up with any characters for it."