

Agency: Commerce, Community and Economic Development

Grants to Municipalities (AS 37.05.315)

Grant Recipient: Cordova

Project Title:

Project Type: New Construction and Land Acquisition

Cordova - Cordova Center Construction and Equipment

State Funding Requested: \$7,480,000

House District: 5 / C

One-Time Need

Brief Project Description:

CRUISE SHIP FUNDING SOURCE: REGIONAL IMPACT FUND The City of Cordova is seeking funding to construct the Cordova Center, a 34,000 square foot, energy efficient, fully ADA accessible multi-use facility. The Center will be built to LEED standards and combine several functions for the community, including museum, library, performing arts theatre/auditorium, meeting rooms, education areas, associated work space and administrative offices.

Funding Plan:

Total Cost of Project: \$20,750,000

	<u>Funding Secured</u>		<u>Other Pending Requests</u>		<u>Anticipated Future Need</u>	
	<i>Amount</i>	<i>FY</i>	<i>Amount</i>	<i>FY</i>	<i>Amount</i>	<i>FY</i>
Federal Funds	\$9,488,100	'04, '05, '08	\$2,220,000	'09		
State Funds	\$1,025,000	'05, '06				
Denali Commission			\$100,000	'09		
Rasmuson Foundation			\$1,500,000	'09		
Local Funds	\$1,725,000	'02 - '09			\$181,888	'09-'10
Other Funds	\$23,112	'03-'08			\$480,000	'09-'10
Total	\$12,261,212		\$3,820,000		\$661,888	

Explanation of Other Funds:

23,112 (Local Fund-raising)

480,000 (Corporate, Foundations)

Detailed Project Description and Justification:

CRUISE SHIP FUNDING SOURCE: REGIONAL IMPACT FUND

The City of Cordova is working on a comprehensive plan to enhance the economic development in the region by attracting large cruise ships and other tourism related activities. Currently, Cordova is working to complete a road north of the City to Shepard Pt. This project calls for the construction of an additional 4 miles of road leading to a deep water port which will house an oil spill response facility as well as docking facilities for Panamax-style cruise ships.

The Cordova Center is being done concurrently with the deep water port project. It will serve as a hub for the community as well as a performing arts center, theatre, and museum. Local residents and tourists alike will enjoy visiting this state of the art facility.

The Cordova Center is a 34,000 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. The four-story building will include an elevator and public

stairway linking the lower and upper parts of the community, providing a new pedestrian link in the center of town.

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

The building will offer a state of the art museum that can display, provide interpretation of and protect existing and new collection items in an environmentally controlled space. The new library will have better capacity to serve the community and outlying hatcheries and villages.

This multi-use building also includes a performing arts theatre for presentation of performances by school children and artists from within and outside the community, and for presentations or films. The facility will also foster Cordova's ability to attract small conventions and meetings, with the combination of quality auditorium seating 200 people, large meeting spaces and a foyer with kitchen amenities. The centrally located building will provide a neutral meeting place for local civic and social service groups as well as serving the tourist and business traveler populations.

As an additional public service, the Cordova Center will house an oil spill response training and incident command and communications center as well as an emergency dispatch and communications center located on high ground in case of tsunami and other emergencies.

Beneficiaries of this project are the entire population of Cordova (2454) including its federally recognized Native Tribe (The Native Village of Eyak), visitors from Alaska, elsewhere in the U.S. and abroad.

Minch, Ritter Voelckers of Juneau are the project architects. Construction documents are complete. The building is designed to meet LEED standards and qualify at the Gold level.

Project Timeline:

Focused planning for the project began in January 2002 and included two years of public process (surveys, meetings, boxholder mailings). Land was acquired by the City in February 2005. Construction documents are complete and construction is estimated at 18-24 months with earliest completion date 2010.

Entity Responsible for the Ongoing Operation and Maintenance of this Project:

City of Cordova

Grant Recipient Contact Information:

Name: Scott Hahn, City Manager
 Address: 602 Railroad Avenue
 Cordova, AK 99574
 Phone Number: (907)424-6200
 Email: citymanager@cityofcordova.net

Has this project been through a public review process at the local level and is it a community priority? Yes No

For use by Co-chair Staff Only:

4:20 PM 4/29/2009



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, service groups, civic groups and the community.

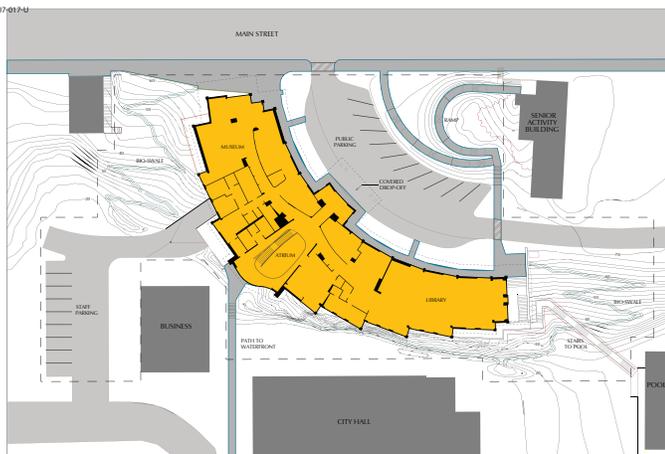
The Cordova Center project addresses goals stated in the Cordova Community Tourism Plan as well as the Comprehensive Development Plan. Building a facility that serves local residents and provides an attraction for businesses as well as seasonal visitors is an important contribution to stable and sustainable 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 Alaska Sightseeing Cruise West, accounting

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, 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 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 and display contemporary Alaskan art
- Revitalize the economy through the diverse opportunities provided by the Center



2. Site Plan

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 March, April and May 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 new fast ferry in 2006 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 for 2006 reached 13,268, the highest visitation in the 40-year history of the museum and increase of nearly

5,000 visitors from 2003. 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 2000 to 43,579 in 2006.

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.



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 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 \$12,260,406 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 2009 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 Manger 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 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 sustainable and successful 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 of shared equipment, technology networks,

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

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 and satisfied attendees 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 of \$150 per delegate day and an average group size of 25, the projected annual economic impact to Cordova could range between \$169,000 and \$338,000, according to a June 2004 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 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

Project Update

PLANNING

- **2002-2004** Site and architectural design of the project developed through a series of community public meetings held
- **2005** Business and Economic Plan for the Cordova Center completed
- Construction documents are 85% complete

BENEFITS

- Provides ADA accessibility to all government services for the community.
- Provides space for an expanded museum, library and creates multi-use 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
- Site creates transportation link and connection between Cordova's busy harbor and active business district

COSTS AND FUNDING

- Total Project Cost estimate \$20 million; \$12.2 million secured
- Land for the preferred site purchased by the City of Cordova in 2005
- Over \$25,000 raised within the community through special events, silent auctions, individual donations and other activities
- Commitment to sustainable, energy efficient design to assist in long term operations and maintenance costs

PARTNERS

Community partners include:

- Native Village of Eyak
- U.S. Forest Service
- Prince William Sound Science Center
- Cordova School District
- Cordova Historical Society
- Friends of the Cordova Public Library
- Tatitlek Corporation
- Eyak Corporation
- Stage of the Tides
- Cordova Arts and Pageants
- and many, many more

Other partners include:

- Exxon Valdez Oil Spill Trustee Council
- The State of Alaska



The Cordova Center is a community-based project developed to address the needs of Cordovans and benefit the Prince William Sound Region and the State of Alaska.



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

- Key factor in the concept for the Cordova Center was to consolidate many inefficient facilities into one modern facility **promoting effective operation** and **decreasing the costs** of operating 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 innovative passive cooling using water reservoirs integrated in the building foundation space.
- The facility is registered and will seek **certification status at the Gold Level** with the U.S. Green Building Council through the Leadership in Energy and Environmental Design (LEED) 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.

Energy Comparisons: Existing Facilities versus Cordova Center

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

*Fuel and Electricity costs current to 9/2008.

- The Cordova Center will assist in sustainability with the reduction of overhead expenditures.
- Reduction of duplication of services and administrative costs will improve efficiency and operations and assist in keeping expenses low.
- Lighting energy consumption will be much higher for the Center, a larger building with longer operating hours than either existing building. The new lighting will be much more efficient; there is simply much more of it.
- Heat energy will be much lower per sq.ft. even though the Center will be a healthier building with more ventilation than the existing buildings. The cost of better ventilation is more than offset by increased thermal performance of the envelope and more efficient ventilation systems that adjust ventilation with regular variations in occupant load.

An energy and life cycle analysis for the Cordova was conducted to predict annual energy costs and to evaluate and recommend energy conservation measures (ECMs) to provide a cost savings over the life of the building. The analysis is performed by Jim Rehfeldt, P.E. of Alaska Engineering & Energy Consultants, LLC as a subconsultant to the prime architectural firm of Minch Ritter Voelckers Architects.

*The term “green building” is synonymous with “high-performance building,” “sustainable design and construction.”
The green building process results in a high-quality product that maximizes the return on investment.*



CORDOVA CENTER PROJECT

ECONOMIC INCENTIVE

Key drivers to the development of a community-inspired economic diversification project – the Cordova Center in Cordova, Alaska:

- Since the 1989 Exxon Valdez Oil Spill, devastated the economy for the community, Cordova has been working to diversify and strengthen its economic base.
- The community of Cordova needs to replace existing, aging (40+years), inefficient facilities.
- Losing winter fisheries has increased the need for a diversified winter economy.
- Lack of cultural, educational and economic amenities has lead to a steady decrease in population for the community of Cordova (22% since 1989)

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

Economic Gain from direct employment opportunities for the Cordova Center:

- Immediate 3-6 months: 5-10 positions (Pre-construction)
- Intermediate 6-18 months: 50 positions (Construction)
- Long Term 18 months +: 10-30 positions (Community Growth and Cordova Center)

Long Term Economic Development

“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 the market.”

“...economic impacts generated from local spending by meeting delegates could total approximately \$200,000 a year...if Cordova hosted about 30 groups averaging 25 delegates each.”

*-- Cordova Center Meeting/Small Convention Market Assessment –
McDowell Group-2002*

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.

Community Growth and Sustainability

- New opportunities are year round rather than seasonal expanding the visitor industry from its current limitations and diversifying the type of visitors to the community and Prince William Sound Region.
- By providing amenities that make a town a desirable place to live the project will enhance and attract families, retirees and business entrepreneurs to stay in Cordova.
- Enhancing social capital contributes to economic development, directly and indirectly improving the business climate for merchants and conferring a variety of economic benefits.



CORDOVA CENTER PROJECT

EDUCATION SUMMARY

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 work spaces. Development of the project centered around a need for expanded areas for the educational and children's programs that currently take place within the community but in inefficient sites. 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 EDUCATION

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

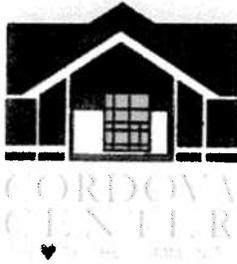
A variety of literacy activities and programs are provided for the youth in the community. Story times and a summer reading program encourage youth to continue to build their reading skills along with a love of reading. The library also serves as a cultural facility, providing film festivals, author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

In addition, the library has recently seen a large increase in the number of 'latch-key' children sent to the library for the after-school hours and has begun to develop more of a structured after-school program.

DISCOVERY SCIENCE EDUCATION

As a part of the U.S. Forest Service, the Science Discovery Program is currently located at the college in two small rooms. The staff provides a variety of education programs and demonstrations for youth. A theme is chosen each month to be explored and enjoyed by the participants. Youth participate in hands-on activities related to the theme. A library collection which is a valuable resource for the community is also housed in the rooms.





CORDOVA CENTER PROJECT

FUNDING SUMMARY

BACKGROUND

The proposed Cordova Center is a multi-use facility combining several functions for the Community of Cordova, including library, museum, auditorium, city offices, meeting rooms, education areas, and associated work spaces.

The multi-use aspect of the facility will offer economies of operation creating an active, central community center and strengthen the role of each entity. The facility will also foster Cordova's ability to attract small conferences and meetings, with the combination of quality auditorium seating 220 people, large meeting spaces, and foyer with kitchen and other amenities.

FINANCE NARRATIVE

Total project costs are finalized at this time as the project engineers have reviewed construction drawings.

The Capital Campaign Goal for the entire project is \$ 20,750,000.

Base bid for construction \$15,253,899.

FUNDING SOURCES

The City of Cordova has committed to long-term operation and maintenance of the facility and in addition, has purchased the land necessary for the project. 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 are also demonstrating project support.

SECURED FUNDING

To date \$12,200,000 has been secured for the project.

Federal:

- EVOSTC : \$7,000,000
- Congressional Appropriations: \$2,488,100

State:

- Legislative Appropriation: \$ 25,000
- Governor's Capital Budget: \$1,000,000

Municipal:

- Land Acquisition: \$ 140,000
- Funding: \$ 1,500,000
- EDA Match: \$ 85,000

Local:

- Fundraising: \$ 23,112

ADDITIONAL FUNDING NEEDED: \$ 8,550,000

Cordova Meeting & Conference Impacts Supplemental Analysis

***Prepared for:
City of Cordova***



Research-Based Consulting

**Juneau
Anchorage**

February 2009

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
Small Meetings: Attendee Spending					
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
Conferences: Attendees Spending					
Conference A	75	3	225	\$175	\$39,375
Conference B	100	3	300	175	52,500
Conferences: Association Spending					
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
Attendee Spending	
Small meetings (25 annually)	\$218,750
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Total Spending in Cordova	
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.



CORDOVA CENTER PROJECT ECONOMIC INCENTIVE

Key drivers to the development of a community-inspired economic diversification project – the Cordova Center in Cordova, Alaska:

- Since the 1989 Exxon Valdez Oil Spill, devastated the economy for the community, Cordova has been working to diversify and strengthen its economic base.
- The community of Cordova needs to replace existing, aging (40+years), inefficient facilities.
- Losing winter fisheries has increased the need for a diversified winter economy.
- Lack of cultural, educational and economic amenities has lead to a steady decrease in population for the community of Cordova (22% since 1989)

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

Economic Gain from direct employment opportunities for the Cordova Center:

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

Long Term Economic Development

“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.”

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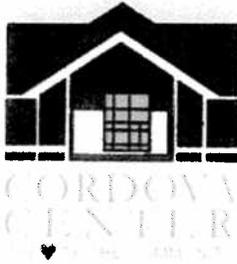
Supplemental Analysis - McDowell Group-2009

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- New opportunities are year round rather than seasonal expanding the visitor industry from its current limitations and diversifying the type of visitors to the community and Prince William Sound Region.
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- Enhancing social capital contributes to economic development, directly and indirectly improving the business climate for merchants and conferring a variety of economic benefits.



CORDOVA CENTER PROJECT

FUNDING SUMMARY

BACKGROUND

The proposed Cordova Center is a multi-use facility combining several functions for the Community of Cordova, including library, museum, auditorium, city offices, meeting rooms, education areas, and associated work spaces.

The multi-use aspect of the facility will offer economies of operation creating an active, central community center and strengthen the role of each entity. The facility will also foster Cordova's ability to attract small conferences and meetings, with the combination of quality auditorium seating 220 people, large meeting spaces, and foyer with kitchen and other amenities.

FINANCE NARRATIVE

Total project costs are finalized at this time as the project engineers have reviewed construction drawings.

The Capital Campaign Goal for the entire project is \$ 20,750,000.

Base bid for construction \$15,253,899.

FUNDING SOURCES

The City of Cordova has committed to long-term operation and maintenance of the facility and in addition, has purchased the land necessary for the project. 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 are also demonstrating project support.

SECURED FUNDING

To date \$12,200,000 has been secured for the project.

Federal:

- EVOSTC : \$7,000,000
- Congressional Appropriations: \$2,488,100

State:

- Legislative Appropriation: \$ 25,000
- Governor's Capital Budget: \$1,000,000

Municipal:

- Land Acquisition: \$ 140,000
- Funding: \$ 1,500,000
- EDA Match: \$ 85,000

Local:

- Fundraising: \$ 23,112

ADDITIONAL FUNDING NEEDED: \$ 8,550,000

Cordova Meeting & Conference Impacts Supplemental Analysis

***Prepared for:
City of Cordova***



Research-Based Consulting

**Juneau
Anchorage**

February 2009

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

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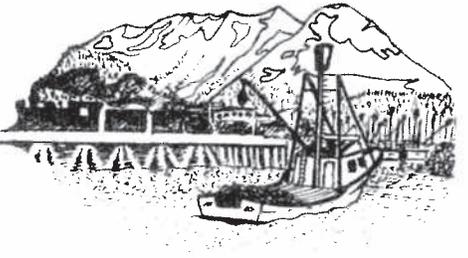
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CITY OF CORDOVA



DATE: April 13, 2009
TO: Rep. Bill Thomas
FROM: Mayor Tim Joyce, City of Cordova
RE: Cordova Center Information

The City of Cordova is working on a comprehensive plan to enhance the economic development and sustainability in the region by attracting additional cruise passengers and other tourism-related visitors. Currently, Cordova is working to complete a road north of the City to Shepard Pt. This project calls for the construction of an additional 4 miles of road leading to a deep water port which will house an oil spill response facility and can be used as docking facilities for Panamax-style cruise ships.

The Cordova Center, which has been under development for 7 years, is being planned concurrently with the deep water port project. This 34,000 sq.ft. multi-use facility will serve as a hub for the community and its visitors by providing meeting rooms and educational areas, as well as a library, museum and small auditorium. The Center will be certified with the US Green Building Council through the Leadership in Energy and Environmental Design (LEED) rating system. The City of Cordova has participated in the project by providing the land as well as over \$1.5 million in funds, and the City will cover all maintenance and operating costs after completion of the project.

The Cordova Center project addresses goals stated in the Cordova Community Tourism Development Plan. Building a facility that provides an attraction to seasonal visitors and serves local residents as well is an important contribution to stable and sustainable economic growth for our community.