



# AGENDA

## Port & Harbor Advisory Commission Worksession

**Tuesday, June 6, 2023 at 5:30 PM**

City Hall Cowles Council Chambers In-Person & Via Zoom Webinar

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### Homer City Hall

491 E. Pioneer Avenue  
Homer, Alaska 99603  
[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

### Zoom Webinar ID: 925 6798 0403 Password: 278396

<https://cityofhomer.zoom.us>  
Dial: 346-248-7799 or 669-900-6833;  
(Toll Free) 888-788-0099 or 877-853-5247

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**1. CALL TO ORDER, 5:30 P.M.**

**2. AGENDA APPROVAL**

**3. DISCUSSION TOPIC(S)**

3. A. Port & Harbor Strategic Plan Review

1. Review April Regular Meeting Packet pages 30-32 (Economic Development Advisory Commission) **pg 3**
2. Review April Regular Meeting Packet page 25 (Council Priorities) **pg 6**
3. Review April Regular Meeting Packet pages 26-29 (Port & Harbor Vision) **pg 7**
4. Review April Regular Meeting Packet pages 23 (Prior Strategic Plan) **pg 11**
  - a) cross off what we have accomplished
  - b) consider should move up or down in priorities
  - c) add in new tasks and goals (Refer to Resolution 23-036 pg 13)
    - (1) Communications with Council and Ancillary Commissions
5. Reformat our Strategic Plan into the format of EDAC for approval by Council

**4. COMMENTS OF THE AUDIENCE (3 minute time limit)**

**5. ADJOURNMENT**

Next Regular Meeting is Wednesday, June 28, 2023 at 6:00 p.m. All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar.



**ECONOMIC DEVELOPMENT ADVISORY COMMISSION**  
**2022-2023 STRATEGIC PLAN & GOALS**

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ongoing Goals</b>                               | 1. Use the Commission's SWOT analysis to develop strategies to implement policies that support Homer's quality of life.                                                                                                                                                                                                                                                                                                                                   |
|                                                    | 2. Keep our ears to the ground and seek out areas of "lack." Confer with Julie about communicating with City Council and advising them on ways to overcome barriers- "the nexus of economic goals."                                                                                                                                                                                                                                                       |
| <b>Near Term Goals</b><br>< 6 Months               | <p>1. Familiarize with smart growth principles and best practices, and also green infrastructure concepts. Have these in our toolbox when development decisions come our way for consideration.</p> <p><i>Task:</i> Staff to provide smart growth resources.</p> <p><i>Task:</i> Promote energy resiliency through diversity and efficiency. Invite a speaker to talk about energy as that impacts cost of doing business and cost of living. (Perez)</p> |
|                                                    | <p>2. View economic development through the lens of balancing growth with quality of life.</p> <p><i>Task:</i> Create an EDC Mission statement as a guiding principle for what the EDC does.</p> <p><i>Task:</i> Define positive economic development, and what is the role of the EDC is in balancing growth and quality of life.</p> <p>(Perez volunteered, first quarter 2023)</p>                                                                     |
|                                                    | <p>3. Housing: affordable short and long term housing. Seasonal workers, general work force, seniors, etc. affordable year round housing. (Marks)</p> <p><i>Task:</i> Stay engaged with the City for all housing conversations</p>                                                                                                                                                                                                                        |
|                                                    | <p>4. Present an annual report of EDC accomplishments to the City Council</p> <p><i>Task:</i> Approve memo to Council, read accomplishments to Council</p>                                                                                                                                                                                                                                                                                                |
|                                                    | <p>5. Have a conversation with the Chamber of Commerce about other economic development beyond tourism. How can the City and the Chamber work together to promote quality of life, and economic development for industries other than tourism, including messaging?</p> <p><i>Task:</i> Have a work session with the Chamber</p>                                                                                                                          |
| <b>Mid Term Goals</b><br>1 - 3 Years (2022 – 2025) | <p>1. BR&amp;E – review annually and plan for a new report (5 year mark is 2022-2023)</p> <p><i>Opportunity:</i> Consider a funding request for the FY 2024-2025 budget</p>                                                                                                                                                                                                                                                                               |
|                                                    | <p>2. Downtown vitalization momentum and wayfinding/streetscape plan</p> <p><i>Status:</i> Wayfinding and Streetscape work ongoing through 21 and implementation activities in 2022-2024</p> <p><i>Task:</i> Participate in the Transportation Plan, focusing on a walkable town with greenspace and connected business districts</p> <p><i>Longer term:</i> Consider storefront/Downtown and landscaping improvement program</p>                         |

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   | 3. Economic resiliency planning.<br><br><i>Opportunity:</i> EDC provide suggestions to KPEDD on the business tool box. EDC promote tool box to community.                                                                                                                                                                                                                                                                                                                                                    |
|                                                   | 4. Assess jobs training needs, workforce development, availability of workers and workforce supports including child care, housing.<br><br><i>Opportunity:</i> Invite KBC Director Reid Brewer as speaker, how does the college make course offering decisions? How is work force development part of the planning? What does the KBC Advisory Board do?<br><br><i>Opportunity:</i> Invite 9-Star to make a presentation<br><br><i>Opportunity:</i> Brief survey to businesses and employees on their needs. |
| <b>Long Term Goals</b><br>5 Years or More (2025+) | 1. Multipurpose community center (HERC)<br><br><i>Status:</i> Scoping study has been funded. Demolition of the smaller building has been funded; tear down planned in 2023.                                                                                                                                                                                                                                                                                                                                  |

## OVERALL EDC DUTIES AND RESPONSIBILITIES

The Economic Development Advisory Commission will act in an advisory capacity to the City Manager and the City Council on the overall economic development planning for the City of Homer in accordance with Homer City Code Chapter 2.76; [www.codepublishing.com/AK/Homer](http://www.codepublishing.com/AK/Homer). The EDC also assists with official City planning documents including the following:

- Kenai Peninsula Economic Development District (KPEDD) – Regional Comprehensive Economic Development Strategy (link will bring you to all KPEDD reports): <https://kpedd.org/reports>
- Homer’s Comprehensive Economic Development Strategy (CEDS): [www.cityofhomer-ak.gov/economicdevelopment/comprehensive-economic-development-strategy](http://www.cityofhomer-ak.gov/economicdevelopment/comprehensive-economic-development-strategy)
- Business Retention and Expansion Survey Report (BR&E): <https://www.cityofhomer-ak.gov/economicdevelopment/2017-business-retention-expansion-survey-report>
- Homer Comprehensive Plan: <https://www.cityofhomer-ak.gov/planning/comprehensive-plan>

## DUTIES OF COMMISSION/STAFF

### Commissioners

- Attend City Council meetings as assigned.
- Attend work sessions and training opportunities.
- Come prepared to make a motion for action at meetings, or ask staff before the meeting for more information.
- Communicate with City Council members to gain support on EDC-related projects that need sponsorship at the Council level.

### Staff (Julie Engebretsen)

- Aid the Chair in setting the agenda.
- Compile packet material from commissioners, write backup memos, and submit to Clerk.
- Provide information on items the commission needs to review annually.

- Inform the Commission of City Council actions and discussion of economic development related issues.

Clerk's Office

- Aid Staff in compiling packet materials and print/distribute them to the Commission.
- Aid Staff and Chair in setting the agenda.
- Tracking yearly items such as reappointments and elections.
- Help the Commission learn to be more efficient and effective in their meetings.
- Support the Commission's ability to communicate with the Mayor and City Council (through Memorandums, Resolutions, and Ordinances).

## 2022 Council Priorities

|                                   |                       |                              |                                     |                                           |                            |
|-----------------------------------|-----------------------|------------------------------|-------------------------------------|-------------------------------------------|----------------------------|
| Fiscal Policy Improvements        |                       |                              |                                     |                                           |                            |
| Comprehensive Plan Fast Forward   |                       | Zoning Code Modernization    |                                     | Building Code Adoption and Implementation |                            |
| Expansion of Sidewalks and Trails |                       |                              | Water and Sewer Expansion           |                                           |                            |
| Housing Challenges                |                       |                              | Emergency Preparedness and Training |                                           |                            |
| Public Safety Conversations       | Volunteer Action Plan | Coast Guard City Designation | Harbor Float Replacements           | Recreation Priorities and Planning        | Cybersecurity Improvements |

## 2020 Council Initiated Priorities

|                                             |                                   |               |                                               |                    |  |
|---------------------------------------------|-----------------------------------|---------------|-----------------------------------------------|--------------------|--|
| HERC Demolition/Community Recreation Center |                                   |               | Stormwater Management Plan and Implementation |                    |  |
| Climate Action Plan                         |                                   |               | Wayfinding/Streetscape                        |                    |  |
| Water and Sewer Policy                      | Reserve Funding (Water and Sewer) | Election Code | City Council Operating Manual                 | Procurement Policy |  |
| Funding for Large Vessel Harbor Study       |                                   |               |                                               |                    |  |

## **2022-23 Homer Port and Harbor Dept. Goals/Bryan Hawkins**

### **Current Challenges and Project Goals (2023)**

- Tariff update- Staff have been working on this update since July. Some of the biggest changes including pulling all the specific fee amounts charged for services from the individual tariff sections and inserting them into a newly created appendix for the fee schedule. We also addressed legacy leases in terms of survivorship, aligning corporate vessel ownership within our stall lease program in the Homer municipal harbor.
- K thru Q- damaged T head float repair project, Staff expects to receive the materials for rebuilding these floats any day. Once received we plan to have the repairs in place and those slips open before May 1.
- Parking- Port and Harbor and Public works are working on the overall plan. A meeting was also recently held with AKDOT and our HDL engineers to discuss long term parking planning. We submitted an ADEC SRF Questionnaire for the parking lot improvements, citing storm drain management and the nexus to the ADEC. The ADEC's Intended Use Plan will be issued in May. If the project gets on the Intended Use Plan that is a possible source of funding. Until then, we have issued a notification to HDL to pause work on the engineering lot design Task Order #22-10 as we gather pertinent information and plan.

A meeting was also recently held with AKDOT and our HDL engineers to discuss long term parking planning. This included topics such as the storm water planning mentioned above, and also encroachment permits and the possibility of amending our TORA agreement. (to be determined as we progress further with our plan) The DOT was supportive of our improvements and we all recognized that it would be better to move forward with one overall plan once, instead of making piecemeal changes several years in a row. Also, possible outside funding sources were discussed and explored (see above paragraph). Unified plan goal of 2024. Some smaller goals/ pieces of the master plan listed below:

- 1) Parking fees will be increased from 5 dollars per day to 10 dollars per day this year.
- 2) Change the vacant lot between Freight Dock and Outer Dock road into overflow parking. ( this is in process should be ready by May)
- 3) Work with Public works and HDL to complete a RFP to build the parking lot improvements for the Pavilion, Seafarers, and ramp 3-4 parking lots. (see above for progress update)

4) Develop a workable plan for implementing parking fee plan for the parking lots along Freight dock road, with a focus on boat trailer parking.

5) Take over parking enforcement at the municipal airport (In Process)

- Campgrounds- Work with Public Works to take over the management of the public owned campgrounds on the Spit. Look for ways to improve the experience, collect the fees using our T2 system, and create an on line pre-registration program for camping. (In Process)
- Grants,
  - Federal infrastructure grant application- Team Homer will be working over the next several months to complete and submit grant applications seeking federal funding for re-capitalizing as much of the badly worn harbor moorings as possible. We will also be applying for a Municipal harbor grant and likely a Denali Commission grant to help fill out our local match requirement for the bigbigbig float replacement project. (PIDP application in process)
  - Fish Grinder/outfall- Working with Public Works and a local engineer to develop a building replacement plan for the Fish waste grinder facility. Jenny Carroll applied for grant dollars from a fish and game grant to help with the cost to construct. Currently working with RESPC on the design elements for the new building and drainage system.
- FSP- Facility Security Plan cybersecurity update, DHS has directed USCG MSD to work with the Ports and address cybersecurity. Staff will work to complete an acceptable plan amendment that adequately (CG standard) addresses the Ports vulnerability to Cyber attack. Staff is working with CG to address this in our plan and we have been receiving training from our Technology Chief. (In process)
- Safety Cameras- Completed the design and cost estimate for a new camera system for ramps 1>5 Port Operations, Maintenance and city I.T. worked with an in state contractor to design a facility camera system for the South side of the harbor. next step fund and install this much needed security system. Design was completed and cost estimate came in at \$344.000. Staff believes that they can take this on in pieces and greatly reduce the costs. 1) install the poles 2)bring in the electrical and then 3) purchase and install the cameras. Nothing has been budgeted as of yet and we are casting about for grant dollars. (project paused)

- Pioneer Dock verses the Tustumena- Dock Damage- Dock repair project is ongoing but coming together. The ship damaged several of the dock fenders in a November 2022 Gail and, although it has taking much longer than any of us liked, engineering is complete, the bids were advertised and project awarded to Alaska Industrial Services, and materials are on site. (Project is currently on hold due to contractor licensing with the State)
- Small boat harbor congestion modeling- Staff is working with USACE's planners for inland waterways to provide data to test and enhance their recently built algorithmic model representing the effects of congestion and overcrowding impacts in small boat harbors. USACE doesn't currently have a verified model they can use for small boat harbors and they've recognized the need to develop one.

### **Future Port Goals 2023-24 (Planning)**

- Grind shack- Build a new fish grinder building with materials that are more robust in a marine environment (a.k.a won't rust), that has the electrical boxes located safety outside of the building, and has a trench drain that directs the fish slime and blood from the totes into the outfall instead of into the street stormwater drain. Special Projects have applied for a grant through Fish and Game for funding to replace this building. I'm told that we should know by July if we can expect any funding assistance from that source.
- Successfully manage the handoff of campgrounds from Parks to Port and Harbor. Raise the fees to \$30 per night. Train staff on enforcement, collections, and campground grounds maintenance.
- Begin parking enforcement at the airport.
- Continue to develop my relationship with the lessees at the airport. Work with DOT on a needed apron improvement for plane staging.
- Work with buildings and grounds on airport terminals improvements.
- Project numbering for finance tracking
- Work with Alaska District Corps to complete the Port Expansion General Investigation. (a multiyear project) (Contract is signed and the team is assembling for start up in May.)
- Spit beautification project, contract with a gardener to install low maintenance gardens at key locations around the harbor. Hook, Port office, ramp 2, Pavilion, LL ramp. I did not budget

for this as we simply had too many irons in the fire. Someday let's talk about sustainable low maintenance gardens.

- Update the Port's Facility Security Plan to allow passenger lightering into the harbor and address the newly required cyber security assessment and amendment to the plan. We have 4 small cruise ships scheduled this year that will be lightering passengers into the small boat harbor which will require a plan amendment. (In Progress)
- Spend staff time looking into grant dollars for ramp 5-1 camera system. It's on our watch list for a small grant to get this security and public safety project done.
- Keep a focus and make progress on CIP list.
- Implement a phased in plan for implementing fee-parking spit wide. Goals being management of congestion, equitable application of fees to facilities users, build a fund for local share of facilities upgrades such as float replacement.

**PORT AND HARBOR ADVISORY COMMISSION**  
**2022-2023 STRATEGIC PLAN**  
 Approved April 27, 2022

Annually, the PHC prioritizes a list of ongoing, short, medium and long-term goals to aid the commission in charting a general course for the year and keeping on-task.

|                                                    |                                                                                                                                                                                      |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ongoing Goals</b>                               | 1. Provide timely, relevant comment to the City Council on Port and Harbor issues.                                                                                                   |
|                                                    | 2. Harbor Budget: Gain a better understanding of the process, have more communication on budget/projects between City and Harbor Staff, and review it at least annually at meetings. |
|                                                    | 3. Establish committees when needed to work on specific tasks.                                                                                                                       |
|                                                    | 4. Maintain the Port and Harbor Marketing Plan, continue lobbying efforts to City Council to maintain marketing funds and working closely with the Homer Marine Trades Association.  |
|                                                    | 5. Promote and support the new Large Vessel Port Expansion Project.                                                                                                                  |
| <b>Short Term Goals</b><br>By End of 2022          | 1. Continue working with City Council and City Manager to lower administrative costs to the Harbor Enterprise.                                                                       |
|                                                    | 2. Continue developing more paid parking on the Spit.                                                                                                                                |
|                                                    | 3. Continue identifying other sources of revenue.                                                                                                                                    |
|                                                    | 4. Establish a goal for reserves and continue to understand the budget, include setting fees, and dedication of sales tax.                                                           |
|                                                    | 5. Promote workforce development and housing on the Spit, specifically to seasonal workers.                                                                                          |
|                                                    | 6. Develop recommendations to hire a Port and Harbor Project Manager.                                                                                                                |
| <b>Mid Term Goals</b><br>1 - 3 Years (2023 – 2025) | 1. Create a 5-year Float Replacement Plan for the Small Boat Harbor.                                                                                                                 |
|                                                    | 2. Seek funding to construct the Large Vessel Haul-out and Repair Facility.                                                                                                          |
|                                                    | 3. Develop a Homer Spit Parking Lot Improvement Plan.                                                                                                                                |
|                                                    | 4. Explore a vessel and vehicle traffic study for the Spit to address congestion issues in the harbor.                                                                               |
|                                                    | 5. Review and provide support on rewriting the Spit Comprehensive Plan.                                                                                                              |
| <b>Long Term Goals</b><br>5 Years or More (2027+)  | 1. Work with Federal and State agencies to develop long-term erosion control measures for the Spit.                                                                                  |
|                                                    | 2. Continue to work on overslope opportunities and leasable properties.                                                                                                              |

## **OVERALL PHC DUTIES & RESPONSIBILITIES**

The purpose of the PHC is to act in an advisory capacity to the City Manager and the City Council on the problems and development of the City's Port and Harbor facilities. Consideration may include the physical facilities, possible future development, and recommendations on land use within the port and harbor areas. Duties and responsibilities are outlined in the PHC's Bylaws and under Homer City Code 2.64.040.

Links to online info:

- Homer City Code 2.64: [www.codepublishing.com/AK/Homer](http://www.codepublishing.com/AK/Homer)
- Homer Port and Harbor Website: [www.cityofhomer-ak.gov/port](http://www.cityofhomer-ak.gov/port)
- Port of Homer Terminal Tariff No. 1: [www.cityofhomer-ak.gov/port/port-homer-terminal-tariff-no-1](http://www.cityofhomer-ak.gov/port/port-homer-terminal-tariff-no-1)
- City of Homer Adopted Budget: [www.cityofhomer-ak.gov/finance/budgets](http://www.cityofhomer-ak.gov/finance/budgets)
- Spit Comprehensive Plan: <https://www.cityofhomer-ak.gov/planning/spit-comprehensive-plan-2011>

## **DUTIES OF COMMISSION/STAFF**

### **Staff Liaison**

- Assisting the Chair in setting meetings, preparing agendas, and other documentary material, and coordinating the acquisition of needed materials and training.
- Drafting/submitting reports, memos, and recommendations for those agenda items requiring decisions or recommendations by the Commission to City Council.
- Provide yearly information about the budget.
- Inform the Commission of City Council actions and discussion of harbor-related issues.

### **Commissioners**

- Attend City Council meetings as assigned.
- Attend worksessions and training opportunities.
- Come prepared to make a motion for action at meetings, or ask staff before the meeting for more information.
- Request information from the Staff Liaison or Presiding Clerk.
- Understand their role as an advisory body to City Council; for any change to happen regarding City policies or code usually a council member has to support a PHC's idea and be willing to sponsor a resolution or ordinance to change established City policies or rules.
- How the commission (as a whole) can communicate:
  - Work with the City Manager through the Staff Liaison to keep City Council informed on developing initiatives.
  - Send memos to Council periodically so they have a written report of what's going on; these are written by staff and likely will be part of the City Manager Report or under the PHC Report.
  - Have a Commissioner speak at a Council Meeting under Reports; the PHC is scheduled to give a report at the next City Council meeting following the PHC's regular monthly meeting. It is best to rotate members so Council gets to see and hear from each of you over time. Pay attention to feedback from Council; the Commission may need to change direction, or come up with more support for the topic.

### **Clerks**

- Helps with packet preparation and dissemination
- Records meetings and prepares meeting minutes
- Ensures meetings are properly advertised
- Helps members understand and comply with City policies and procedures governing advisory bodies
- Helps the Commission learn to better communicate with City Council (Memorandums vs Resolutions and Ordinances)

CITY OF HOMER  
HOMER, ALASKA

Erickson/Venuti

RESOLUTION 23-036(S)(A)

A RESOLUTION OF THE CITY COUNCIL OF HOMER, ALASKA,  
DIRECTING THE PORT AND HARBOR ADVISORY COMMISSION FOR  
RESEARCH AND REPORTING DURING THE PROCESS OF THE  
HARBOR EXPANSION GENERAL INVESTIGATION STUDY AND  
FLOAT REPLACEMENT PROJECTS.

WHEREAS, In the next three years, there is vital information that needs to be gathered  
and given to the Port and Harbor Advisory Commission (PHC), City Staff, HDR and City Council;  
and

WHEREAS, City Code 2.64.040 under the Duties and Responsibilities of the Commission  
is to "act in an advisory capacity to the City Manager and the City Council on the problems and  
development of the City port and harbor facilities. Consideration may include the physical  
facilities, possible future development and recommendations on land use within the Port and  
harbor areas." "The Commission shall consider any specific proposal, problem or project as  
directed by the City Council and any report or recommendations thereon shall be made  
directly to the Council, unless otherwise directed by the council." "The City Council may at a  
future date expand or withdraw duties and responsibilities of the Commission."

**WHEREAS, The PHC strives to fulfill the goals in their strategic plan; and**

WHEREAS, The public desires to be involved and the PH commissioners have ongoing  
relationships with members of the community and can have dialogue with the public regarding  
progress on the Harbor Expansion General Investigation and Float Replacement projects; and

**WHEREAS, The PHC scope of responsibility is greater than just the harbor  
expansion; and**

WHEREAS, There are many financial decisions needing to be made that will directly  
affect the Port and the City as a whole, and need to be addressed in a timely manner toward  
the beginning of the three-year scoping project for the Harbor Expansion and for the match for  
the Harbor Float Replacement; and

WHEREAS, The grant application process is demanding and information can be needed  
sooner than the process takes; and

WHEREAS, The public needs to be involved and commissioners have unique  
relationships with the members of the community in many different areas and can influence  
public opinion to move the projects forward in a positive way.

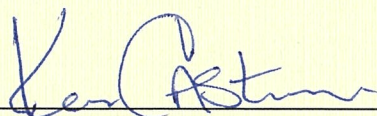
NOW, THEREFORE, BE IT RESOLVED that the Homer City Council directs the Port and Harbor Advisory Commission to gather the information directed by the Chair, **with approval of the Commission**, or Port Director as needed, and report to the Commission the findings at their regular meetings as an agenda item under reports.

BE IT FURTHER RESOLVED, Research is limited to one commissioner per subject in order to satisfy the Open Meetings Act, are fact-finding in nature, and all decisions from that information come from the commission as a whole to the Council. The following subjects are allowed but not limited to:

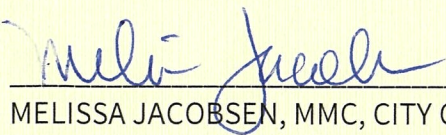
1. Legislative information
2. Marine Trades
3. Tourism and related activities
4. Communications ~~on the water~~ **and technology**
5. Clean Energy
6. Fisheries and Aquaculture
7. User Group and Communication Representatives (Parks, Rec., Conservation, small business etc)
8. Funding sources for Local grant match
9. Spit Comp Plan Review and updates
10. Cargo and Transportation and Movement
11. Financial information for new rates and tariffs
12. Leases **policy and document review**

PASSED AND ADOPTED by the Homer City Council this 24<sup>th</sup> day of April, 2023.

CITY OF HOMER

  
KEN CASTNER, MAYOR

ATTEST:

  
MELISSA JACOBSEN, MMC, CITY CLERK

Fiscal note: N/A

