



# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

Office of the City Clerk

491 East Pioneer Avenue

Homer, Alaska 99603

[clerk@cityofhomer-ak.gov](mailto:clerk@cityofhomer-ak.gov)

(p) 907-235-3130

(f) 907-235-3143

## Memorandum

### Agenda Changes/Supplemental Packet

TO: PARKS, ART, RECREATION & CULTURE ADVISORY COMMISSION  
FROM: RENEE KRAUSE, DEPUTY CITY CLERK II  
DATE: APRIL 18, 2024  
SUBJECT: SUPPLEMENTAL

---

#### **PRESENTATIONS/VISITORS**

- A. Conducting a Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis  
Memorandum PARC-24-023 from Community Development Director

Correct Memorandum attachment: Homer Quality of Life City of Homer Economic Development  
Commission September 2022 **Page 3**

#### **CONSENT AGENDA**

- A. Unapproved Regular Meeting Minutes for March 21, 2024

**Page 11**

#### **PENDING BUSINESS**

- A. Updating the Commission Strategic Plan Document  
Memorandum PARC-24-019 from Deputy City Clerk II as backup.

Memorandum from Commissioner Keiser re: Strategic Plan with Proposed Revision

**Page 22**

#### **NEW BUSINESS**

- C. Fishing Hole Campground  
Memorandum PARC-24-028 from Port Property Associate as backup.

Memorandum from Recreation Manager Illg re: Pier One Theater related to Resolution 24-024

**Page 30**





## **Background**

The City of Homer Economic Development Advisory Commission has an ongoing goal of defining what is positive economic growth for Homer, and how it leads to the quality of life and growth outcomes desired by the community. The Commission has begun working on this goal by conducting a SWOT analysis - strengths, weakness, opportunities and threats- for Homer's quality of life. There are four board categories included in this document: Business Climate, Built Environment, Natural Environment and Social Climate. As the Commission discovered, it's the people who make Homer, Homer. This analysis is offered as a gateway to a larger community conversation about Homer's future as a place to live, work and thrive as we proceed to Homer Comprehensive Plan.

## **Acknowledgments**

### *Economic Development Commission*

Karin Marks, Chair

Nicole Arevalo

Deborah Brown

Jay Chero

Luke Gamble

Hazel Pearson

Adele Person

Tulio Perez

Debbie Speakman

### *Staff*

Julie Engebretsen, Economic Development Manager

Rachel Tussey, CMC, Deputy City Clerk II

## Strengths

- Small town feel and scale
- Eclectic businesses, buildings and people
- Wide variety of locally owned small businesses
- Integrated town with outdoor environment
- Connected community with vibrant cultural and business groups

## Weaknesses

- Lack of worker support: Housing, Childcare, Training.
- Difficulty for early to mid-career residents to thrive
- Some infrastructures is in need of repair (roads) or expansion - storm water + green infrastructure
- Local regulation is not resulting in the patterns and development the community would like to see.

# QUALITY OF LIFE

## Opportunities

- Encourage multi-family housing
- Increase ease of walking and biking
- Collaborate with community partners on habitat, climate, erosion and other natural environment issues that impact quality of life
- Find ways to keep young or returning residents in the community

## Threats

- Difficult to recruit new talent
- Poor retention of workers
- Loss of town/wildlife interface
- New residents may not become involved in the community; slow loss of volunteer run organizations, events and services; Risk of gentrification; becoming a community of empty households.
- Costs of living and doing business



## Business climate

<b>Strengths</b>	Variety of businesses and activities.	Working town with rich history.	Lots of jobs for entry level workers.	Small, locally owned business are the majority; few chains.	Vibrant cultural community that has rich opportunities for arts, sports, music, gathering, education, and entertainment.	Community that is growing and maturing, that is developing opportunities for families, businesses, visitors, but at a pace that does not create change so quickly that what is here is lost or displaced.
<b>Threats + Weaknesses</b>	Low availability of vocational training.	Not enough homes available for sale or rent to meet the demand. Affects the work force and tax paying residents.	Lack of year round affordable housing. Problem for entry level and low income workers, and also potential future middle income workers. Losing the potential to build up the work force due to entry/early hurdles.	Cost of living and doing business here is increasing. Harder to live and move here. (food, housing, development, energy costs).	Risk of over-regulation. Potential mismatch between level of local regulation and community desire for regulation.	Uncertain energy supplies and future prices (natural gas in Cook Inlet).
<b>Opportunities</b>	Tax breaks could encourage growth by certain groups that could improve commerce. A tax break to encourage certain business activities, such as construction of multi family homes.	Solicit developers (could be from outside of Homer) to build multifamily housing.	Keeping youth in the community and providing skills training to grow the local work force. Kachemak Bay Campus, voc tech training/apprenticeship programs, and partnerships with existing businesses such as NOMAR, Bayweld and other small manufacturing operations are all opportunities.	Promote policies that are favorable to economic growth (tax environment, seasonal labor initiatives, etc.).	Balance growth with cohesive town "feel."	

## Built Environment - Town buildings and infrastructure

<b>Strengths</b>	Eclectic, organic feel to the town. Human scale buildings.	Integrated town with the outdoors - can observe wildlife (moose, eagles) and be in nature.	Small town feel and scale.	Multiple economic zones; Homer Spit, spit trail & boardwalks, Pioneer Ave, Old Town, Ocean Drive, East End Road.	Wild spaces - less manicured yards, trails in town, remote access opportunities to the back country and across the bay.	Unique houses, not cookie cutter.
<b>Threats + Weaknesses</b>	Lack of mechanisms to pay for growth or balance the pace of change.	Infrastructure - road system in need of repair, limited access options. Storm water management is a growing issue.	Lack of housing including multi family housing and creative ideas for seasonal housing.	Low density can cause sprawl; cost of utilities and infrastructure increases as a result.	Lower levels of energy efficiency, at risk for pricing swings in energy prices.	Cookie cutter buildings/strip mall.
<b>Opportunities</b>	Accommodate population growth with zones of increased density & reduced commute. Encourage ADU's (Accessory Dwelling Units).	Use the City HART Fund wisely to address roads maintenance + trails.	Increase walkability/biking. Promote an easy flow of people whether they walk, bike or drive within the community, with wayfinding. Plan for all transportation modes to keep the small town feel and the opportunity to meet.	Manage growth wisely, such as road and infrastructure planning with new subdivisions, planning for pedestrian and storm water drainage, and rezoning to allow more housing and tiny homes.	Collaborate with the Homer Chamber of Commerce to help maintain focus towards building up our local small businesses across sectors.	Aesthetics: Use some natural living landscape to break up box store type look. Blend built environment with nature.



## Natural Environment

<b>Strengths</b>	Natural beauty	Community connection to outdoors, nature, skiing and beaches in the same day.	Coastal living - maritime culture of sport and commercial fishing and water based activities	Abundant and pristine natural resources.	Large areas of park and public lands surrounding Homer.
<b>Threats + Weaknesses</b>	Human affect on natural environment. Pollution, overfishing, lack of crab in K Bay, warming climate.	Development of lands without consideration of wildlife/habitat corridors, wetlands (salmon habitat, water connectivity) + groundwater + storm water flow channels.	Destruction of built and natural environment. Storm drains and roads based on 1970's planning and engineering ideas.	Oil + gas lease sale potential in lower cook inlet.	Fisheries: closure of lowed CI salmon fishery, other declining or poorly managed fisheries. Large vessel trawl fleets. (threat to marine economy, wealth + culture).
<b>Opportunities</b>	Local potential for use of alternative energy sources from Tidal energy to household heat pumps.	Study groundwater to increased understanding of this local resource and the ability to plan for the natural environment.	Collaborate with partnerships to create connected greenspace for trails, water management, and wildlife. Purchase or preserve key habitat locations.	Identify wildlife and habitat corridors, and take steps to maintain the health of local fish and wildlife within these corridors.	Fisheries: City could be participating more in partnerships that aim to identify solutions to bycatch issues.

## Social Climate

<b>Strengths</b>	Community has many social connections between residents, and also with the natural environment.	Small business and small non-profit, integrated nature of the community (fundraising, meeting community needs).	Community feeling: People are here by choice at the end of the road.	Eclectic nature of the town and people	Safety - low crime	Diverse and rich heritage.	"Work from Anywhere" trends increasing nationally to benefit novel living locations.
<b>Threats + Weaknesses</b>	Cost of living does not support middle/low income work. Median income 60K, Median House costs of \$20K/year	Many young families need to work outside of Homer to live year-round. Childcare difficult to obtain.	How to entice mid-career small business owners to move to Homer, and have all new residents embrace Homer culture.	Explosive growth (outside wealth outpacing local population) second homes, short term rentals, rapid change.	Addiction education - need for resources, outreach, networking.	Risk of losing the full character of Homer. Not talking to enough people about Homer's future.	Not a very age - diverse population. Unbalanced demographics. 20% of the population over 65. Increasing rate of snowbirds.
<b>Opportunities</b>	Provide education on what government does. Highlight what makes Homer a unified community.	Educate the community on how decisions will impact taxes, utility rates, and cost of living as Homer grows.	Use social appeal to support businesses in obtaining out of area workers. Resource in helping get H2B & vetted workers.	Art/murals/ landscaping as a draw for downtown, in a thoughtful way. Could encourage more businesses participation, cost sharing	Partner w NTC or SVT on community health, well being & cultural heritage. They have other funding streams not available to the City.	Revisit the Parks, Art Rec+ Culture needs assessment, and potential city partnerships with other organizations	Provide a spectrum of housing for all residents: housing first.

## **CALL TO ORDER**

Session 24-03, a Regular Meeting of the Parks, Art, Recreation and Culture Advisory Commission was called to order by Chair David Lewis at 5:30 p.m. on March 21, 2024 from the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar. A worksession was scheduled at 4:30 p.m. On the agenda was the annual Commission training conducted by City Clerk Jacobsen. This was postponed from November 2023.

**PRESENT:** COMMISSIONERS ARCHIBALD, KEISER, WILLIAMS, ROEDL, FAIR, LEWIS AND STUDENT COMMISSIONER WALKER

**ABSENT:** COMMISSIONER HARRALD (EXCUSED)

**STAFF:** DEPUTY CITY CLERK KRAUSE, RECREATION MANAGER ILLG, PUBLIC WORKS DIRECTOR KORT AND PARKS MAINTENANCE COORDINATOR FELICE

## **AGENDA APPROVAL**

Chair Lewis requested a motion and second to approve the agenda.

ARCHIBALD/FAIR MOVED TO APPROVE THE AGENDA AS PRESENTED.

There was no discussion.

VOTE: NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

## **PUBLIC COMMENTS UPON MATTERS ALREADY ON THE AGENDA**

### **VISITORS/PRESENTATIONS**

Dale Banks, LoopEride, EBike Regulations

Mr. Banks presented information to the Commission on the status of regulations and use of electric bikes on trails and sidewalks in the state, the United States as a whole and the city. Nationally the federal government defines low speed e bikes as a bike powered with an electric motor of less than 750 watts and does not exceed the speed of 20 mph. This was implemented close to twenty years ago or more, but the ebike has been growing in popularity and companies wanted guidelines on maximum power. The pandemic assisted the popularity growth of the Ebike with considerable growth in the last five years. Many states have implemented Class systems and 39 states have some type of regulations with most capping it at 750 watts. The Department of the Interior and the National Park Service in 2019 adopted regulations for use of electric vehicles in

National Parks. They define ebikes as 2 or 3 wheeled cycles with fully operational pedals and electric motor of not more than 750 watts that provides propulsion assistance. Mr. Banks noted that Anchorage implemented regulations in 2016 and it's been revised since slightly defining ebikes similar to the federal government of 750 watt and under electric motor as low speed and if the motor is over 750 watts it is considered high speed with restrictions on where it can be ridden. Low speed ebikes can be ridden anywhere. In Alaska, House Bill 8 was the third try to get legislation passed in Alaska. The first died in committee at the beginning of 2020, then there was a dispute of the language and then the third try it was vetoed by the governor. Mr. Banks noted that Alaska has a one page bicycle laws with things such as riding with no hands is actually illegal.

Mr. Banks stated that he will forward the pdf document to the Clerk for distribution, but as far as he knows there has only been one good study that was done, summary from the Federal Highway Administration. It was noted that the use if E-mountain bikes on the natural surface trails did demonstrate significant difference in soil displacement between ebikes or regular bikes. However, it did depend on the trail and the respect that the rider has towards the trails.

Mr. Banks reported sitting down with the City Manager and Chief Robl a few years ago explaining the situation and the chief was not particularly interested due to the lack of capacity to enforce any regulations, advising that if the Commission was interested in pursuing the management of ebikes they review what Anchorage has in place and discuss with the Chief of Police to see what would be suitable for Homer. He then noted that there were 3-4 ebikes stores in town now and they would need to be able tell their customers where they could legally use their ebikes.

## **RECONSIDERATION**

### **CONSENT AGENDA**

- A. Unapproved meeting minutes for February 15, 2024

Chair Lewis requested a motion and second to approve the Consent Agenda.

MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED.

There was no discussion.

VOTE: NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

## **STAFF & COUNCIL REPORT/COMMITTEE REPORTS**

- A. Recreation Report for March – Mike Illg, Recreation Manager

Chair Lewis introduced the item and deferred to Recreation Manager Illg.

Recreation Manager Illg reviewed his Staff Report for the Commission. He facilitated discussion on the following:

- Hiring Jonathon Raymond as the new Temporary Seasonal person
- Hosting a one day volleyball tournament on April 14<sup>th</sup>
- High School Student Senior requirements of 40 hours of volunteer service to graduate. He has two lined up for this spring.
- Recreation Software is coming along and still ironing out the bugs
  - Clarification that Kathy Vogel is a year round part time employee
- Native Youth Olympics is not under the Community Recreation, they are on their own
- Informal Community meeting regarding the possible formation of a Friends of Recreation group which Councilmembers Aderhold and Erickson, Mike Miller with Homer Foundation and Andy Haas, local attorney and the response was not super excited but not dead set against it so he is still waiting on some communication on two persons who were interested.
- This will not be a city organization but a separate non-profit group similar to the Friends of the Homer Library.
- Follow-up on location of a recreation center was provided to the attendees
  - o Nothing more has been done and the Champions and Interim City Manager has been reached out to for a discussion on next steps.
  - o Selection of Site, Design, interest and momentum

B. Parks Maintenance Report - Chad Felice, Parks Maintenance Coordinator

Chair Lewis introduced the item by reading of the title and deferred to Maintenance Coordinator Felice

Parks Maintenance Coordinator Felice reviewed his report provided in the packet. He provided information on the following:

- Had a High School Senior who worked 40 hours with him recently
- the Tractor would allow for more trail work and ballfields
- Restroom has been order for Jack Gist and once the restroom is placed a score box will be constructed above the restroom facility
- Scheduling the improvements needed at parks will be conducted and discussions are being conducted with the Superintendent and Public Works Director
- Mariner Park was not included in the assessment and discussion will be held with the Harbormaster

Commissioner Keiser requested that Matt Steffy as Parks and Trails Associate Planner and as such it is important to have reports from him or that he attend to provide information to the Commission.

Mr. Illg reported that since Mr. Steffy is now in the Community Development Department he will bring that request to the Director of that department.

Mr. Felice responded that Public Works Roads grades the parking lot at Mariner Park, the design for Bishops Beach Park is not adopted or funded at this time and since cleaning out the Fire Hall Park it has been used more.

C. Staff Report for March - Mike Illg, Recreation Manager/Staff Liaison

Chair Lewis introduced the item by reading of the title and deferred to Recreation Manager Illg

Mr. Illg reviewed his report and provided additional information on the following:

- Commented on the Ordinance to re-appropriate the funds for the purchase of the tractor and truck and encouraged the Commissioners to attend and comment in support of the ordinance.

Deputy City Clerk Krause provided clarification to the Commission regarding the ability to make a motion in support of the Ordinance 24-17.

**PUBLIC HEARING(S)**

**PENDING BUSINESS**

A. Memorandum PARC-24-019 Update & Development of the PARCAC Strategic Plan

Chair Lewis introduced the item and deferred to Deputy City Clerk Krause

Ms. Krause provided information on Ms. Engebretsen and Karin Marks, Chair of the EDC will be attending the next meeting to provide information on conducting a SWOT and the process used by the EDC for the exercise conducted by that commission. She additionally provided Ms. Engebretsen immediate thoughts that a SWOT would be beneficial to have listed on the strategic plan. Ms. Krause continued by reviewing her memorandum pointing out that it was directed by Council to have a strategic plan and goals to keep everyone, advisory bodies and staff in sync and not perform work that is not sanctioned or directed.

Mr. Illg reported bringing the topic of a SWOT up with the former city manager noting that he was supportive of doing one, but concurred what staff has previously stated and the former city manager had suggested putting it has a mid-term goal on the strategic plan.

Chair Lewis suggested the Commissioners review and determine what they like or do not like and recommend at the next meeting or possibly they could schedule a worksession to hash out.

Commissioner Keiser opined that some of the items listed are powerful and complicated, such as developing policies for parks and community recreation programs is one of the short term goals and the Commission is supposed to complete this by the end of 2024. Ms. Keiser continued stating

that she did not feel competent to address some of the items listed without knowing what their strengths, weaknesses, opportunities are about the topics, arguing that they were not simple topics but complex and require research, public input and staff involvement. She stated that she did not care what a previous city manager's direction was, this Commission needs to decide how they are going to respond to City Council to address these topics, expressing that she did not feel capable of doing it thoroughly and comprehensively without going through some kind of assessment process such as a SWOT analysis would provide the Commission.

Discussion ensued on the ability of the Commission to perform the tasks as requested by City Council; time available to the Commission; prioritizing the topics to what is reasonable and ongoing; budget, what is included in that; Council did not direct the Commission to perform a SWOT; Discussions with members of Council on the performance of a SWOT by a Commissioner; acting a body; Council provided direction to the Commission through Resolution 24-019 and further direction is needed; more information on the conducting of a SWOT at the April meeting; Staff and Consulting members for assistance to perform the work; how to bring the questions before the Council by Memorandum to City Council through the City Manager is the preferred method, City Code does allow the Commission to direct it to City Council.

Deputy City Clerk Krause advised that the Commission can make a motion requesting staff to draft a memorandum to Council regarding the SWOT and it can be approved at the April meeting.

Commissioner Keiser volunteered to draft the memorandum to Council to submit to the Clerk to submit to the Council for the next meeting.

Chair Lewis requested a motion for Commissioner Keiser to draft the memorandum.

Commissioner Archibald expressed further concerns on the expediency of completing the items shown in the Resolution.

ARCHIBALD/KEISER MOVED TO HAVE COMMISSIONER KEISER DRAFT A MEMORANDUM TO SUBMIT TO CITY COUNCIL THROUGH THE CITY MANAGER AFTER THE APRIL MEETING.

Commissioner Roedl expressed concerns on where the Commission will start and did not believe a SWOT Analysis will assist his understanding any further expressing concerns on getting this all done and not having the knowledge or experience to do the work required.

Chair Lewis explained that the Commission will hear what the SWOT is from Ms. Engebretsen at the next meeting and if it will help them create their Strategic Plan and Commissioner Keiser will draft the memorandum that they will submit to Council.

VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

B. Memorandum PARC-24-018 Non-motorized Walkways - Use of e-bikes

Chair Lewis introduced the item noted that he would like to see the information on what Anchorage has in place before the Commission acts on this.

Deputy City Clerk Krause stated she could share the information that Mr. Banks referred to and it was posted to the website for the public and Commissioner Keiser.

Commissioner Roedl inquired if he was the only one that had concerns and noted that Council did not direct the Commission to look into this issue. If the Commission did not support looking into this issue then they could drop it.

Commissioner Keiser commented on the relationship with developing policies and before she left the city the Public Works department was fielding numerous complaints regarding interactions between pedestrians and electric vehicles on trails and expressed that the topic was very relevant.

Commissioners Fair and Williams agreed and expressed their concerns on the increased use, interactions between pedestrians and electric vehicles on trails and sidewalks and supported having a discussion on the topic by the Commission.

Further discussion was conducted on experiences by Commissioners with interactions with electric vehicles on sidewalks and trails, city liability if a pedestrian is hit by a motorized vehicle whether electric or human powered on its sidewalks and trails, enforcement by Homer Police Department.

Chair Lewis requested input from the Commission on what direction to go on this topic.

Student Commissioner Walker departed the meeting at 7:00 p.m.

Commissioner Archibald suggested that they should be proactive instead of reactive and needs to have support from the police department regarding enforcement especially with four stores in the city, recommending that they bring it back to another meeting after getting more information.

Commissioner Roedl recommended getting it right and noted that they are not going to get much done over the summer.

Commissioner Williams expressed that there are many layers and includes the quality of the trails, roads and if they are going to perform a SWOT then this would be a good part that conversation and then echoed the sentiments on not being a bike friendly community, noting that there is so much that the Commission is not aware of.



Mr. Illg noted that there are organizations related to the bike community, it must go before the City Manager and it does need the support of the police department.

Commissioner Keiser suggested that Staff could provide comparable information from a more similar sized community and noted that Staff would be attending the ARPA Conference and maybe able to obtain more information that could be provided to the Commission on the topic.

Commissioner Fair stated that this process was going to be lengthy and the Commission is currently voicing that they desire to see that something gets done to protect bikers and pedestrians. He then read from the Alaska Public Media regarding the governor's veto on House Bill 8, it passed by a bipartisan vote of 57 to 2 and the Governor vetoed it stating that it created un-necessary bureaucracy by regulating a recreational activity.

Chair Lewis suggested bringing this issue back to the May agenda and they can make decisions then after review of information provided by Staff and the Clerk.

## **NEW BUSINESS**

### **A. Welcome New Commissioner, Jessica Williams**

Chair Lewis welcomed Commissioner Williams and noted that all her information was provided in the packet.

### **B. Memorandum PARC-24-020 Developing and Establishing Parks & Recreation Policies**

Chair Lewis introduced the item by reading of the title and deferred to Mr. Illg.

Mr. Illg reviewed his report for the Commission. He referred to the large list of policies regarding Parks and then a separate list for Community Recreation. Mr. Illg requested that the Commission review the extensive list provided so they can begin working on the formal document requested by City Council. He stated that he was trying to be as inclusive as possible and acknowledged that there were some policies and procedures already written or addressed in city code and there are some areas he is missing that should be included referring to pages 45-47 of the packet. Mr. Illg stated that the parks and recreation tree is huge and currently that it did not include aquatics or an ice rink but one thing that was not on the list was inclusive recreation and probably should, but he expressed his appreciation for the Library department as the Library Director recently reviewed and updated their policies and procedures and this provided them with some backup when they had those contentious issues surrounding books.

Parks Maintenance Coordinator Felice was asked to provide input on the Parks listing and he acknowledged that this was the first he looked at the material, and it appeared very vague, and could discuss but admitted more time would be required to fully review the list.

Mr. Illg reported that he spoke with the Clerk on this topic and she noted that they could locate some policies from similar cities and use material from them to create a document tailored for Homer, noting that it did not require creating a document from scratch. In his research so far he has only found Juneau, Soldotna or Seward did not have policies.

Deputy City Clerk Krause noted for the record that the list did contain items that were covered by city code and there were adopted policies and procedures for some items on the list and others Mr. Illg mentioned, such as the Art Policies and Procedures which was updated last year, Animal Control is in code which was totally rewritten a couple of years ago and updated last year. She reported that it would not be as extensive as the Commission expected.

Commissioner Williams questioned what was available now, noting the list is pretty extensive and appears to be a lot to dive into and expressed her surprise that many of these were not already in place, and available and if there were new employees.

Mr. Illg responded that the Community Recreation did have many procedures and policies in place, but not a formally adopted document.

Commissioner Fair informed the Commission regarding the Library Policies and procedures was conducted by Library Director Berry and without him performing the review, editing and presenting the drafts to the Board for review and approval and the same thing was going to have to be done here and was not sure who in staff would be the workhorse to get this done for the Parks and Recreation as its going to be a whopper of a job.

Commissioner Archibald agreed that there were several policies already developed some may need to be reviewed and updated.

Public Works Director Kort stated that under parks on the Memorandum there were several duplicated and in a community that does not accept change well there may be some resistance if this much policy is released at once.

Commissioner Williams reported that the hospital has an entire committee that is dedicated to working on making policies and it can take months to get one through, let alone think of the number on this list and to require it being completed by the end of this year is quite a bit to accomplish.

Commissioner Keiser expressed appreciation to Mr. Illg for putting this list together it really highlights how exhaustive it is but City Council has directed the Commission to develop and somehow we need to address the task, she agreed with Commissioner Williams that it was a heavy lift and there are a lot of items. She questioned what Mr. Illg expected from the Commission tonight.

Mr. Illg explained that due to the amount of work required they may need to communicate with City Council regarding their timelines of the end of the year was unrealistic.

Commissioner Keiser suggested creating a notebook that was tabbed and identify the policies already in place so we know what is needed and suggested the possibility of hiring a temporary consultant to write the policies we do not have.

### **INFORMATIONAL MATERIALS**

#### A. PARC Annual Calendar 2024

Commissioner Williams volunteered to attend the next Council meeting on Tuesday, March 26, 2024.

Commissioner Keiser asked about the items on the calendar for the April meeting regarding Budget and if not at the next meeting, when.

Mr. Illg reported on the next meeting items that he will be bringing before the Commission regarding budget and reported on the mid-biennium budget process with the former city manager and now with the interim city manager.

Commissioner Keiser reported on the Trail Financial Plan and Road Financial Plan suggesting that it be reviewed for possible carryover projects that need to be addressed.

#### B. City of Homer Newsletter for March 2024

#### C. City Manager's Reports

CM Report for City Council Meeting on February 26, 2024

CM Report for City Council Meeting on March 11, 2024

### **COMMENTS OF THE AUDIENCE**

### **COMMENTS OF THE CITY STAFF**

Deputy City Clerk Krause expressed her view that the Commission was making more work than necessary on the development of the Strategic Plan, but acknowledged that it was the Commission's decision and that all she was attempting was to provide guidance and if the Commission did not want to follow it, that was fine. Ms. Krause welcomed Commissioner Williams remarking that they try to have fun at Commission meetings and recognized Dan Kort, Public Works Director, observing that this was his first meeting and the sun is still shining.

Public Works Director Kort expressed his appreciation for the opportunity to attend the meeting tonight and that he was following in some big shoes. Mr. Kort stated that he was trying to get his feet underneath him and he appreciated Commissioner Keiser's input on the information for the budget. He looks forward to working with the Commission in the future.

Parks Maintenance Coordinator Felice commented that he will see everyone next month.

Recreation Manager Illg commented that he had to keep the Chair awake, jokingly, indicating the gavel was actually for his use, as the Chair almost missed allowing him to comment. Mr. Illg welcomed Commissioner Williams and Public Works Director Kort. He expressed appreciation that Commissioner Keiser was able to attend the meetings from so far away, recognizing her input as well as everyone else's is significant. He then encouraged everyone to review page 28 in the meeting packet, and that all the Commissioners attend the Open House Event on the Comprehensive Plan on Thursday, March 28<sup>th</sup> at Islands and Ocean Visitor Center, noting that the consultant would not be coming to present to the Commission. Mr. Illg stated it was very important, whether the Commissioner was new or really experienced, to attend the public events and provide input on parks and recreation. This will be a map for the future of Homer and it is clear we need to improve parks and recreation as a whole.

### **COMMENTS OF THE COMMISSION**

Commissioner Keiser stated she wanted to emphasize what Recreation Manager Illg reported on the Comprehensive Plan and the importance of being involved in the process, but there is a section in the existing comprehensive plan on public service and facilities, parks and community recreation are mentioned in that section, sadly not much is said but that needs to change. Secondly, she advocated for the Commission to be involved in the process and if what Mr. Illg stated is correct, that Agnew::Beck is not presenting to the Commission, to tell them what they are going to include in the new comprehensive plan about public services and facilities, then the Planning Department should. Thirdly, she did not appreciate being admonished by the city clerk for not following her instructions.

Commissioner Williams commented that she was happy to be here and it was lovely first meeting. She did not realize it was going to be such fun.

Commissioner Archibald commented that Agnew::Beck is expensive, they do plans and he has been working with them for the last two and half months on another project. This was a good meeting. He then commented on the Exxon Valdez 35<sup>th</sup> Anniversary in Prince William Sound and how it changed many Alaskans for a long time. Mr. Archibald reported that he had a bicycle wheel on his computer and likened the spokes to each one of the Commissioners and staff to a spoke and without the complete wheel, things can go wrong really fast whether it's is each of us as individuals, agencies, people in government with oversight and posed the question of where those present, their bicycle wheel was at? He provided clarification that it was the oil spill and Prince William Sound for the Exxon Valdez, Joseph Hazelwood and his bridge team, a complete breakdown from the Coast Guard to the people, to the shipping companies, to all companies of Alyeska and added that he represents the city on the citizen's advisory board. Mr. Archibald ended by stating it was a good meeting.

Commissioner Roedl commented that it was a good meeting and he will see everyone next month.

Commissioner Fair had nothing additional to add. Mr. Fair responded to the question, if this meeting was his last, that he had one more meeting.

Chair Lewis commented that as usual it was a good meeting and it was nice that the city was able to hire someone to develop their comprehensive plan and the Commission has to develop their own.

### **ADJOURNMENT**

There being no further business to come before the Commission the meeting adjourned at 7:32 p.m. The next regular meeting is Thursday, April 18, 2024, 2024 at 5:30 p.m. Meetings will be conducted at City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom webinar.

---

RENEE KRAUSE, MMC, DEPUTY CITY CLERK II

Approved: \_\_\_\_\_

## Memorandum

**To:** PARCAC  
**From:** Janette Keiser, PE  
**Date:** April 15, 2024  
**RE:** Strategic Plan

An effective Strategic Plan requires the following things:

- **Goals** – These is a statement of what the desired accomplishment is.
- **Objective(s)** – This is a statement of why the goal is important.
- **Action Items** – These are specific items that describe how the goal will be accomplished.
- **Time line** – This is a schedule by which the Action Items will be accomplished.
- **Fiscal Note** – This identifies how much money will be required to accomplish the goal.

Staff provided a framework of goals. I have taken the liberty of filling in the blanks for your review and consideration.

**PARKS, ART, RECREATION, & CULTURAL ADVISORY COMMISSION  
(PARCAC)  
2024-2025 STRATEGIC PLAN**

**1. On-going goals.**

- a. **On-going Goal #1. Open Communications.** Provide timely, relevant comment to the City Council on Parks, Art, Recreation & Cultural issues.
  - i. **Objective:** PARCAC's objective is to keep City Council informed about matters within PARCAC's purview for approval and/or course correction.
  - ii. **Actions:**
    - 1. At each PARCAC meeting, a PARCAC member shall be appointed to make a report about the PARCAC meeting at the next available City Council meeting.
    - 2. PARCAC members shall keep informed about activities within the City that fall within PARCAC purview, discuss the activities, as appropriate, at PARCAC meetings and forward appropriate comments to the City Council in memorandum.
    - 3. City Staff shall provide relevant and timely information to PARCAC and add Agenda Items to the PARCAC agendas, to assist the Commission with their discussions and decision making.
  - iii. **Timeline:** Should commence immediately,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for, for example, if staff needs to be paid overtime for attending PARCAC meetings.
  
- b. **On-going Goal #2. Parks & Recreation Budget.** Gain a better understanding of the process, have more communication on budget/projects between City Staff and review it [budget] at least annually and New Projects.
  - i. **Objective:** PARCAC's objective is to serve as an advocate for the fiscal needs of items/programs that fall within PARCAC purview.
  - ii. **Actions:**
    - 1. Staff shall submit a draft budget for all operating and capital budget requests for items/programs that fall within PARCAC's purview, in a timely manner so PARCAC can review the materials before they are submitted to the City Council.
    - 2. PARCAC shall review the budget information and decide which items to endorse. PARCAC shall then summarize its findings and recommendations in a memorandum to be submitted to the City Manager and the City Council.
    - 3. Staff shall research options for creating long term sustainable funding to support operating and capital budget needs for items/programs that fall within PARCAC's purview.
    - 4. PARCAC shall conduct a public work session to review and discuss said options. PARCAC shall then summarize its findings and recommendations in a memorandum to be submitted to the City Manager and the City Council.

5. Staff shall provide PARCAC a budget report at each PARCAC meeting.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- c. **On-going Goal #3. Public Art.** Advocating for inclusion of Public Art in City Facilities when planning upgrades, renovations and new projects.
- i. **Objective:** PARCAC's objective is to ensure public art is included in City buildings on a consistent basis.
  - ii. **Actions:**
    1. Staff will develop a SOP for incorporating public art into public spaces.
    2. PARCAC will review, approve and forward the SOP to the City Council, with a recommendation for adoption.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- d. **On-going Goal #4: Parks/Recreation/Arts/Culture Community.** Maintain working relationships with various cultural entities such as Homer Council on the Arts, Galleries, Pratt Museum, etc.
- i. **Objective:** PARCAC's objective is to "keep its thumb" on the pulse of Homer's arts and cultural community.
  - ii. **Actions:**
    1. Staff will continue their "community building" with local organizations involved in arts, culture, parks, trails and other matters within PARCAC's purview and provide monthly reports to PARCAC about such activities.
    2. Staff will invite a member of the local community involved with arts, culture, parks, trails and other matters within PARCAC's purview to PARCAC meetings.
    3. Staff will provide PARCAC with reports of financial/in-kind contributions these local organizations make to the City and vice versa.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- e. **On-going Goal #5: Open & Green Spaces.** Preservation of areas of natural beauty and open green spaces throughout the City.
- i. **Objective:** PARCAC's objectives are to (a) protect space designated within the City as open or green space and (b) increase the City's ownership of such spaces consistent with the City's Comprehensive Plan and the City's Green Infrastructure Programs.



- ii. **Actions:**
      1. Staff will research the possibility of designating the land for conservation that is within the Mariner Slough tidelands, in the vicinity of the south side of Bay Avenue and report back to PARCAC.
      2. Staff will develop a list of properties that would best serve the community as open space and report back to PARCAC.
      3. PARCAC will develop a list of criteria to be used when identifying lands that should be protected as open or green space.
      4. PARCAC will identify any such lands in a memorandum to the City Council, with recommendations that such land be protected.
      5. Staff will develop a Management Plan for the management of the lands that will be acquired for the Kachemak Sponge and report to PARCAC.
    - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
    - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- 2. **Short Term Goals:** These are intended to be goals that can be accomplished by the end of 2024.
  - a. **Short Term Goal #1. Community Recreation Center.** Support a new Community Recreation Center including a capital campaign, identify clientele, define role of the school district, establish fees that encourage participation, provide recommendations for revenue stream to support the facility, determine best staff to volunteer ration.
    - i. **Objective:** PARCAC's objective is to develop a short term and long-term plan for developing and operating a Community Recreation Center.
    - ii. **Actions:**
      1. Staff will liaison between PARCAC and the City's Recreation Champions so both parties are fully informed and involved in the decision making.
      2. Staff will develop a draft Community Recreation Center Development Plan for PARCAC's input, review and approval.
      3. PARCAC will take public comment on the draft Plan, develop a list of findings, and submit its recommendations to the City Council.
      4. Staff will develop a draft Community Recreational Center Operational Plan for PARCAC's input, review and approval.
      5. PARCAC will take public comment on the draft Plan, develop a list of findings and submit its recommendations to the City Council.
    - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
    - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
  - b. **Short Term Goal #2: Operational Policies.** Develop policies for Parks and Community Recreation Programs.

- i. **Objective:** PARCAC's objective is to ensure the City's Parks and Community Recreation Programs are operating in accordance with reasonable municipal practices.
  - ii. **Actions:**
    - 1. Staff shall develop a draft set of Operational Policies for the Use of Parks and a draft set of Operational Policies for Community Recreation for PARCAC Review.
    - 2. PARCAC shall receive public input and deliberate on the draft sets of policies.
    - 3. PARCAC shall adopt findings and recommendations on the draft sets of policies and forward said recommendations in a memorandum to the City Manager and City Council.
    - 4. Staff shall develop appropriate regulatory language required to support eh recommended policies for review and approval by PARCAC and the City Council.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- c. **Short Term Goal #3: Park Planning.** Update and develop Master Park Plans that include long term needs list to assist with biennial budget development.
- i. **Objective:** PARCAC's objective is to ensure that the maintenance and capital needs of the City's parks are being provided for in a proactive matter.
  - ii. **Actions:**
    - 1. Staff shall prepare a Park Development Plan for each park that will include a list of capital and maintenance activities required for each park, for PARCAC's review and approval.
    - 2. Staff shall develop a budget for accomplishing such maintenance and capital needs for PARCAC's review and approval.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- d. **Short Term Goal #4: Sustainable budgeting.** Research the development or creation of depreciation reserves to maintain parks and recreation facilities, continue to understand the budget, include setting fees and dedication of sales tax to fund projects and programs.
- i. **Objective:** PARCAC's objective is to ensure that the City has provided a sustainable funding source for developing and maintaining parks and recreation facilities.
  - ii. **Actions:**
    - 1. Staff shall develop options for a sustainable funding plan for parks and recreation facilities, for PARCAC's review and approval.

2. PARCAC shall receive public input on the options and compile its findings and recommendations in a memorandum to the City Manager and City Council.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
3. **Long Term Goals.** There are four long term goals, with are intended to be goals that can be accomplished within a 3-5 year timeframe.
- a. **Long Term Goal #1: Organizational Issues.** Continue working with the City Council and the City Manager for development of a Parks & Recreation Department.
    - i. **Objective:** PARCAC's objective is to provide an organizational structure for providing parks facilities and recreation services in a cost effective and efficient manner.
    - ii. **Actions:**
      1. Staff will research options for an organizational structure for providing parks facilities and recreational services and report on same to PARCAC in a memorandum.
      2. PARCAC will accept public input on the topic and summarize its findings and recommendations in a memorandum to the City Manager and the City Council.
    - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
    - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
  - b. **Long Term Goal #2: Staffing.** Review staffing plans.
    - i. **Objective:** PARCAC's objective is to see that the staff developing and maintaining parks facilities and providing community recreation services is cost effective and provides the determined level of service
    - ii. **Actions:**
      1. Community Recreation staff shall provide a benefit/cost review of the options of increasing staff by 1 permanent FTE vs the current practice of relying on seasonal temps and present his findings to PARCAC.
      2. Parks Maintenance staff shall provide a benefit/cost review of the options of increasing permanent staff vs the current practice of relying on seasonal temps and present his findings to PARCAC.
      3. The Associate Planner for Parks & Trails shall provide a benefit/cost review of being hosted in the Community Development Department vs being hosted in the Public Works or a Parks & Recreation Department and present his findings to PARCAC.
      4. PARCAC shall receive public input on these matters and summarize its findings and recommendations to the City Manager and the City Council.
    - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,

- iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- c. **Long Term Goal #3: Non-motorized Transportation.** Update City Code to ensure sidewalks in addition to parks & trails are identified as falling under PARCAC auspices.
- i. **Objectives:** PARCAC's objective is to ensure that non-motorized transportation options are developed in accordance with the City's Transportation Plan and (2) all non-motorized transportation options are properly maintained.
  - ii. **Actions:**
    - 1. Staff shall continue with the process of completing the Transportation Plan and moving it towards adoption by the City Council. Staff shall notify PARCAC when the matter will come before the City Council so PARCAC is available to provide supporting testimony.
    - 2. Staff shall identify language in the City Code that needs to be adjusted to accommodate the new Transportation Plan for PARCAC's review and approval.
    - 3. PARCAC will accept public comment on the language adjustments, as appropriate, and forward recommendations to the City Council.
    - 4. Staff will identify non-motorized transportation routes that are important to the City, but which are owned by the AK DOT/PF and develop a plan for ensuring these facilities are maintained in a timely manner to the level of service we need.
  - iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
  - iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.
- d. **Long Term Goal #4: Non-motorized Transportation.** Update City Code or processes to include a required review by PARCAC of proposed subdivisions for recommended trail and or sidewalk facilities and associated easements prior to preliminary plat being submitted to the Kenai Peninsula Borough for approval.
- i. **Objective:** PARCAC's objective is to be more proactive about identifying opportunities for non-motorized transportation.
  - ii. **Actions:**
    - 1. Staff will propose updates to City Code and/or its in-house development review procedures to ensure non-motorized transportation route are identified in new subdivisions, for PARCAC's review and approval.
    - 2. Staff will communicate with the Kenai Borough about the City's desire for non-motorized transportation means in new subdivisions and collaborate with that agency on how to best accomplish this in the planning process and report back to PARCAC.
    - 3. PARCAC will receive public input as appropriate and submit its findings and recommendations to the City Council.

- iii. **Timeline:** Staff shall develop a timeline for accomplishing the Actions to PARCAC, for review and approval, at the next regular PARCAC meeting,
- iv. **Fiscal Note:** Staff will identify whether it needs funding to support the actions it is responsible for.

Proposed Revision



# MEMORANDUM

---

**Item Type:** Informational Memorandum Community Recreation Division  
**Prepared For:** Parks, Arts, Recreation & Culture Advisory Commission  
**Date:** April 18, 2024  
**From:** Mike Illg, Recreation Manager/Staff Liaison  
Laydown Information from Pier One Theater relating to Resolution 24-024 for PARCAC

---

I recently spoke with Jennifer Norton, Executive Director of Pier One Theater in regards to Resolution 24-024 reviewing land allocation plan specifically the Fishing Hole Campground/ Theater/ Haul Out parcel.

She shared they have a current 5 year lease that goes until 2027. It was communicated to her from the Port Director that there could be the potential to another 5 year lease but that is to be determined. She shared that their current building is not a long term solution. Some informal ideas included a new building where the public restrooms at the Fishing Hole are located by tearing down existing restroom and turn into a small theater/public restroom facility. Maybe cruise ship funding could assist with construction cost.

The organization continues with ongoing, exploratory and looking at possible property options. There has been some informal discussions of possible collaborative efforts with other arts/culture organizations but that is likely years out. They have had discussions with Foraker Group to review other successful shared theater operations throughout the state.

Informal community conversations about possibly assisting with operations of the Homer High School Mariner Theater if school do not have funding for theater staff. This would likely take a possible public/non-profit collaboration.

The bottom line is that they do not have a solid path forward for any alternative locations or options for the Pier One Theater on the Homer Spit very interested in considering the big picture of how they fit best with the community plans for maintaining and increasing access to performing arts opportunities, smart economic development, and best utilization of space and personnel.