



# Agenda

## Economic Development Advisory Commission Regular Meeting

Tuesday, August 12, 2025 at 6:00 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: 990 0366 1092 Password: 725933

<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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### CALL TO ORDER, PLEDGE OF ALLEGIANCE, 6:00 P.M.

### AGENDA APPROVAL

### PUBLIC COMMENTS ON MATTERS ALREADY ON THE AGENDA (3 minute time limit)

### RECONSIDERATION

**CONSENT AGENDA** (Items listed below are considered routine and non-controversial by the Commission and are approved in one motion. If a separate discussion is desired on an item, a Commissioner may request that item be removed from the Consent Agenda and placed on the Regular Agenda under New Business.)

- A. Unapproved Regular Meeting Minutes of June 10, 2025

### VISITORS/PRESENTATIONS (10 minute time limit)

- A. Capital Improvement Plan, Jenny Carroll, Special Projects & Communications Coordinator

Memorandum from Special Projects & Communications Coordinator as backup  
Memorandum from Public Works Director as backup

### STAFF & COUNCIL REPORT/COMMITTEE REPORTS

- A. Community Development Director Staff Report
- B. Chamber Director Report
- C. Homer Marine Trades Association (HMTA) Report
- D. Kenai Peninsula Economic Development District (KPEDD) Report
- E. HERC Update
- F. Housing/Guiding Growth Update

G. Planning Update

**PUBLIC HEARING**

**PENDING BUSINESS**

**NEW BUSINESS**

A. Capital Improvement Plan (*Refer to VISITORS/PRESENTATIONS, Item A.*)

B. Land Allocation Plan

Memorandum from Community Development Director as backup

**INFORMATIONAL MATERIALS**

A. 2024-2025 EDC Strategic Plan & Goals

B. 2025 Economic Development Advisory Commission Calendar

C. Quality of Life Document

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

**COMMENTS OF THE CITY STAFF**

**COMMENTS OF THE COMMISSION**

**ADJOURNMENT**

Next Regular Meeting is **Tuesday, September 9, 2025 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.

**CALL TO ORDER**

Session 25-09 a Regular Meeting of the Economic Development Advisory Commission was called to order by Chair Karin Marks at 6:02 p.m. on June 10, 2025 at the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar, and opened with the Pledge of Allegiance.

PRESENT: COMMISSIONERS AREVALO, ISAAK, NOOMAH, MARKS, DICKINSON, ZUBEK

ABSENT: COMMISSIONER YOUNG (UNEXCUSED)

STAFF: COMMUNITY DEVELOPMENT DIRECTOR ENGBRETSSEN & DEPUTY CITY CLERK APPEL

**AGENDA APPROVAL**

Chair Marks requested a motion and second to approve the agenda as presented

ISAAK/DICKINSON 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**

Shelly Erickson, city resident and Recreation Champion, provided some background information for the Recreation Center. She commented some important factors in the selection of the proposed location including walkability from the schools, ability to have city utilities, room for expansion, and property is already owned by the city. She also mentioned there is an established fund through the Homer Foundation where the community can donate to help fund the brick and mortar building.

**RECONSIDERATION**

**CONSENT AGENDA**

A. EDC Unapproved Minutes of May 13<sup>th</sup>, 2025 Regular Meeting

Chair Marks requested a motion and second to approve the meeting minutes.

DICKINSON/ZUBEK MOVED TO APPROVE THE MAY 13, 2025 MEETING MINUTES.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

**VISITORS/PRESENTATIONS**

A. Mike Illg, Community Recreation Manager – Rec Center Location Presentation

Mr. Illg introduced himself and spoke to the Commission on the following topics:

- Community recreation is primarily housed out of Homer High and Homer Middle

- Most programs have to be held at HERC, which has been condemned
- Majority of programs are taught by contracted instructors
- APRC doesn't have space or time to absorb community rec programs more than they already do
- The New Community Recreation Center has been the #2 project on the City's CIP list for a long time- in response to tax payers' requests
- The Community Rec Champions are encouraging the Commissions to envision the space and see the potential for future development
- Drafting a business plan to eventually have the Rec Center be as self-sufficient as possible

**STAFF & COUNCIL REPORT/COMMITTEE REPORTS**

A. EDC Staff Report

Community Development Director Engebretsen reported on the following:

- City Council passed the annual Operating Budget FY26-27
- City Council included a \$20k per year for an Alaska Small Business Development Center Home or Business Advisor position

B. Chamber Director Report

Homer Harbor Fest was the past weekend. It had a turnout of 1,700 people even though the weather wasn't great.

C. Homer Marine Trades Association Report

Meeting minutes were provided. There was no discussion.

D. Kenai Peninsula Economic Development District Report

Chair Marks stated the next meeting is upcoming and she will have a report in August.

E. HERC Update

Community Development Director Engebretsen stated the City had to close the multi-purpose room due to lead paint and lead dust. Resolution of the findings could include replacing windows or painting over the chipped paint.

F. Housing/Guiding Growth Update

Commissioner Noomah stated there wasn't much to report. He stated the Guiding Growth Group and the code consultants have been mutually updating each other.

G. Planning Update

City Council and Planning Commission have a joint worksession planned to discuss the Comprehensive Plan. Public Review Draft comes out mid-July with hearings in August with the Planning Commission. Work is being done on the Title 21 update.

**PUBLIC HEARING**

**PENDING BUSINESS**

A. New Rec Center Location

The Commission discussed the following topics in regard to the proposed location:

- Property in considered a wetland and possible effects on storm water runoff management
- Based on location – HEA lot is a better choice
- Size of lot actually needed – potential size of Rec Center, potential size of parking lot needed
- Will this investment in infrastructure actually spark private businesses to invest as well
- Possible restrictions in code for building itself
- Surrounding business owners weren't present to provide opinions
- Using this land would result in opportunity costs and lost opportunities associated with long-term use

AREVALO/DICKINSON MOVED TO FORWARD A MEMO TO CITY COUNCIL IN OPPOSITION OF THE PROPOSED LOCATION BUT WOULD LIKE TO DISCUSS ALTERNATIVE SITES.

There was no discussion.

VOTE: YES: ISAAK, NOOMAH, ZUBEK, AREVAL, DICKINSON.

VOTE: NO: MARKS.

Motion carried.

**NEW BUSINESS**

A. Land Allocation Plan

Community Development Director Engebretsen spoke on the following topics:

- Purpose of Land Allocation Plan
- Most land is out on the Spit
- City Council approves the plan to decide what land is available for lease
- One piece of property is not viable to offer for over slope lease – recommendation to remove from the list
- Space available at the airport

AREVALO/NOOMAH MOVED TO CONCUR WITH THE RECOMMENDATIONS MADE BY STAFF FOR INTENDED LAND ALLOCATION.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

B. Cancellation of July EDC Meeting

Community Development Director Engebretsen provided explanation of the technical error of the meeting not being canceled earlier.

ISAAK/ZUBEK MOVED TO CANCEL THE JULY REGULAR MEETING.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

**INFORMATIONAL MATERIALS**

A. City Manager's Report for August 12, 2024

May 27, 2025 City Council Meeting  
June 9, 2025 City Council Meeting

Chair Marks noted the informational materials. Commissioner Zubek volunteered to deliver the June report to City Council.

**COMMENTS OF THE AUDIENCE**

**COMMENTS OF THE CITY STAFF**

Community Development Director Engebretsen said it was a great meeting and great conversation. She thanked the Commission for being flexible and being willing to shift the conversation.

Deputy City Clerk Appel reminded the Commission the next meeting is August 12 and thanked the Commission for the opportunity to serve them.

**COMMENTS OF THE MAYOR/COUNCIL MEMBER (If Present)**

**COMMENTS OF THE COMMISSION**

Commissioner Dickinson stated that she felt it was a very effective meeting. She also said it was really helpful to have a lot more information and she felt like the Commission made a lot of positive progress.

Commissioner Isaak commented that she thinks it's good to have all these discussions because these are big decisions that impact the community for a long time. She said there are great benefits to the rec center but also costs associated that need to be thought about too.

Commissioner Arevalo commented that she was thankful for being able to hear from Shelly Erickson and Mike Illg and all the perspectives that they were able to provide. She also stated that she feels the Commission made some really substantive comments and questions and that they handled the Recreation Center concept very thoroughly.

Commissioner Zubek commented that she acknowledged the struggle between meeting what the people reportedly want and what's the best use.

Commissioner Noomah stated that he is not looking forward to a town that is full of rec centers and not being able to tear the old ones down. He also commented that he's like to warn against a future where there's 30 year bonds just to pay for rec centers.

Chair Marks commented that she thinks it's excellent that the Commission has such good conversations and that the Commission takes the information and really thinks about it enough to ask such good questions. She stated she can't imagine anything better than this group.

**ADJOURNMENT**

There being no further business to come before the Commission, Chair Marks adjourned the meeting at 8:05 p.m. The next regular meeting is Tuesday, August 12, 2025 at 6:00 p.m. All meetings are scheduled to be held in the City Hall Cowles Council Chambers and via Zoom Webinar.

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ASHLEY APPEL, DEPUTY CITY CLERK I

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



# MEMORANDUM

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EDC-25-01

## Economic Development Commission Review and Recommendations on the Draft 2026-2031 Capital Improvement Plan

**Item Type:** Action Memorandum  
**Prepared For:** City of Homer Economic Development Commission  
**Date:** August 12, 2025  
**From:** Jenny Carroll, Special Projects and Communications Coordinator  
**Through:** Melissa Jacobsen, City Manager

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- I. **Issue:** The purpose of this Memorandum is to present the City's draft 2026-31 CIP for review and recommendations by the Economic Development Commission.
- II. **Background:** The CIP is the City's six-year Economic Development document that forecasts and describes community priorities for capital improvements. Capital projects are major, nonrecurring budget items (with a lower cost limit of \$50,000 for City projects) that result in a fixed asset with an anticipated life of at least three years.

The CIP contains written descriptions of City prioritized projects and is submitted to our State Legislators, and, if eligible, to our Federal Legislators and appropriate agencies so they have the information necessary to make funding decisions. The CIP also positions capital projects for potential grant funding and for consideration in the City's biennial budget process.

Projects in the CIP are organized in four sections:

- 1) Legislative Priority Projects are a short list of high-priority City of Homer projects which are selected by City Council for promotion to State representatives for capital funding assistance, as well as for priority consideration for Federal appropriations process.
- 2) Mid-range projects which may be initiated within the next six years;
- 3) Long range projects; and
- 4) A section for State and local non-profit projects that benefit the Homer community.

New projects being proposed for inclusion in the FY27 CIP are in a separate document, appended to the draft CIP. They require City Council approval before they are added to the CIP.

Creation of the draft CIP is an iterative process; it incorporates input from City staff, Commissions, Boards and the public throughout the summer months before the CIP goes to the City Council for a worksession September 8, 2025. This is the Economic Development Commission's opportunity to provide input.

### III. Action Items:

- **Review the draft 2026-2031 CIP in your packet.** The draft CIP is a work in progress. Substantive updates and/or recommended changes from last year's CIP (to date) are indicated in red font.
- **Discuss and provide input on specific changes or updates you would recommend for current or new projects to Economic Development Commission staff liaison Julie Engebretsen.** Any new projects should be developed with assistance from the Public Works Department and/or relevant department.
- **Be prepared to take the following actions at your August 12, 2025 meeting:**
  - 1) Pass a motion naming **three projects** the Commission recommends to City Council for inclusion in the Legislative Priority section, and prioritize them #1, #2, and #3.
    - Any **City** project in the CIP is eligible.
    - As a reminder, projects selected by Council as Legislative Priorities receive priority consideration for Federal appropriation requests. The City may submit up to five projects, provided each meets the specific eligibility criteria established by federal appropriations committees. To qualify for Federal appropriations, projects must also demonstrate broad public impact, include at least conceptual designs with an established budget, and show that the City and potentially the State have already invested in or committed matching funds to support the project. Legislative Priority projects are also prioritized for submission to our State legislators to be considered for State capital funding through Designated Legislative Grants. However, due to ongoing State budget constraints, minimal discretionary capital funding is expected in the FY27 State budget.

2) Additionally, the Commission may choose to pass motion(s) that:

- Support or oppose projects proposed to be added or removed from the CIP.
  - New proposed projects are included in a separate document included at the end of the draft CIP in your packet.
  - Two projects (Bayview Park Restoration, Phase 2 and Homer Public Library Sliding Security Gate) have been funded and will be removed from the CIP. A third project, the A-Frame Water Transmission Line Replacement, has been awarded funds and will be moved to the funded section should City Council approve the funds.
  - The Public Works Director recommends removing the Slope Stability & Erosion Mitigation Program. Information about the Slope Stability and Erosion Mitigation Program recommendation is provided in an attached memo.
  - The Special Projects Coordinator recommends returning the Homer All Ages & Abilities Pedestrian Pathway to the CIP for the reason listed in the CIP.

I will share your recommendations with City Council at their September 8 CIP worksession. The CIP will remain a draft document City Council formally adopts the CIP via Resolution scheduled for their September 22, 2025 regular meeting.



# MEMORANDUM

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## Memorandum proposing Removal of Slope Stability & Erosion Mitigation Program from the City of Homer Capital Improvement Plan 2026 - 2031.

**Item Type:** Informational Memorandum  
**Prepared For:** Mayor Lord, City Council and City Council Advisory Commissions  
**Date:** July 21, 2025  
**From:** Daniel Kort, Public Works Director  
**Through:** Melissa Jacobsen, City Manager

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### Summary:

The Public Works Department is proposing the removal of Slope Stability & Erosion Mitigation Program from the City of Homer's Capital Improvement Plan for 2026 through 2031.

### Discussion Topics:

The Slope Stability & Erosion Mitigation Program from previous Capital Improvement Plans was a combination of four separate but related projects. The relationship of these projects is they all aim to provide some sort of stormwater treatment at sites around the City. The status of each of these separate projects has changed over the years and each of these efforts were worked on as separate projects. For simplification, a status update and justification for removal for each of these individual projects is provided.

1. Kachemak Peatland (Sponge) Wetland Treatment System – The project was originally proposed to include stormwater treatment using conventional settling ponds, and a few constructed treatment tanks containing a Lemella Plate Clarifier to conduct sediment removal prior to the water entering a natural wetland complex for tertiary treatment. The original cost projection for this project in the NOAA grant application was for between \$2M to \$4M. This cost estimate included land acquisition as well as the design and construction of the wetland treatment system and stormwater conveyance structures.

The Conceptual Design of the wetland treatment system (including stormwater conveyance structures) was estimated to cost approximately \$10M in 2025 dollars, and the cost is expected to increase as the design is completed prior to construction. Costs to secure the property required to build infrastructure had increased beyond preliminary estimates as well. The City Council has chosen to place the stormwater treatment portion of the project "on the shelf" for the time being while continuing the efforts to purchase wetland for conservation using NOAA grant money via Resolution 24-124(S). The land being purchase with NOAA grant money cannot be used for land containing any

stormwater treatment or conveyance infrastructure, therefore without the purchase of land using City funds, there is no practical way to construct the stormwater treatment structures at this time.

2. Baycrest Storm Drain Conveyance and Treatment System – The Conceptual Design of this project uses a combination of private property and Sterling Highway ROW to install the conveyance system; stormwater retention basins; and power generating turbines. This project would be very difficult to secure necessary access to private property and State ROW for the required infrastructure. The proposed concept of generating power from this stormwater is both expensive and unorthodox use of the technology and is likely to foul due to environmental obstructions and litter. The City does not have a Stormwater Utility to pay for the operation and maintenance of this system, nor does the City employ staff with the skills of operating a power generating facility. There has not been a cost estimate to construct this project, however based off of recent projects bid, I estimate the conceptual design created could cost approximately \$5M to \$7M based off the length of pipe and proposed infrastructure in the conceptual design.

Additionally, Public Works had evaluated the proposed power generating turbines proposed for this project, that were also planned for a watermain project. We discovered that the turbines require a minimum base flow to generate power, and do not generate additional power when the turbines are spun faster. Therefore, once the turbines are spinning, they generate no additional power with additional flow. In the case of the water main project, we calculated the projected revenue from the power generated versus the cost to construct and operate and discovered that the unit did not generate any revenue, and unplanned maintenance could have meant it could have cost the City money to generate a minimal amount of power. Understanding that Homer only receives 20 to 24 inches of precipitation annually, we are fairly confident that this proposed application of turbines would result in similar economics, meaning it will not generate any revenue, but rather may cost the City money to own and operate. A theoretical example of this calculation; if the project cost \$5M to construct, and the turbines generated \$50K of power annually, it would take 100-years to break even ignoring inflation and replacement of failed infrastructure over the life of the project. To my knowledge, this project lost traction prior to my arrival of working with the City.

3. Beluga Lake Wetland Treatment System – This project included the purchase of an 8-acre parcel of commercial property at the southern end of Ben Walters Lane. The property planned for purchase is vacant and prime commercial property with approximately 600-ft of frontage on Beluga Lake. The former Public Works Director had the property appraised and was in negotiation with the property owner for the purchase of this land. The property was valued at approximately \$1M, at which point I understand that the former Public Works Director decided the purchase price was too high and the project was abandoned.

4. Beluga Slough Wetland Treatment System – This project included the design and construction of a stormwater treatment system using Lemella plates in a below ground vault to increase sediment removal from stormwater. Quite honestly, there isn't any "Green Infrastructure" or nature based treatment that was proposed with the construction of this concrete vault containing the Lemella plates. Regardless of my thoughts on that matter, the project was awarded an Alaska Department of Environmental Conservation (ADEC) grant through their Alaska Clean Water Actions (ACWA) Grant program.

The former Public Works Director had initiated the design of this treatment system, with an original project cost estimate of \$260,488 for design and construction in legislation and the ACWA Grant application. Project funding was made up of \$153,307 of ACWA Grant funding and \$107,181 of City of Homer funds. The City completed the design, and bid the construction using the combination of grant and city funding. The overall project cost (design and construction) ended up being \$592,572, exceeding the grant portion of the funding by \$439,265 which would have had to be paid by the City. The Public Works Department had requested additional funding of \$360,000 in order to award the construction project. The Ordinance 24-67 for the additional funding failed and the project was shelved for a later date or reconsideration for a more cost effective conventional design if determined necessary.

Additionally, the grant required preliminary stormwater quality data be collected pre and post-construction as a requirement of the grant. This data would be used to evaluate system performance and confirmation that the post-construction water quality improved. The pre-construction samples were very clean and similar to what you would expect post treatment water quality to be. It is likely there would be a negligible difference between pre and post-construction samples after the stormwater treatment system was brought online.

Unused grant funds were later approved for the purchase of a hydroseeder to mitigate particulate entering stormwater after routine ditch clearing maintenance operations. This device will likely have a greater overall impact to improving stormwater quality throughout the City of Homer than the originally proposed treatment system would have for the Beluga Slough.

### **Recommendations:**

The Public Works Department recommends that the Slope Stability and Erosion Mitigation project be removed from the CIP. This isn't to say that the Slope Stability and Erosion Mitigation efforts will be discontinued within the City of Homer, but rather just these four project efforts. If the Council finds it necessary to keep the Kachemak Peatlands project open to facilitate the purchase of lands using

NOAA grants, the Public Works Department takes no objection with the understanding that no HART Roads money is obligated towards stormwater treatment at this time.



September XX, 2025

To The Honorable Mayor and Homer City Council:

I am pleased to present the City of Homer 2025 through 2030 Capital Improvement Plan. The CIP provides information on capital projects identified as priorities for the Homer community. Descriptions of City projects include cost and schedule information and a designation of Priority Level 1 (highest), 2 or 3. Projects to be undertaken by the State of Alaska and other non-City organizations are included in the CIP in separate sections. An overview of the financial assumptions can be found in the Appendix.

The projects included in the City of Homer's 2026-2031 CIP were compiled with input from the public, area-wide agencies, and City staff, as well as various advisory commissions serving the City of Homer.

The City updates the CIP annually to ensure the long-range capital improvement planning stays current, as well as to determine annual legislative priorities and assist with budget development. Your assistance in the effort is much appreciated.

Sincerely,

Melissa Jacobsen  
City Manager



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## Funded Projects from the 2025-2030 Capital Improvement Plan

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The City of Homer is pleased to report that funding for the following projects has been secured:

- Bayview Park Restoration, Phase 2 will be completed in-house with \$20,000 City of Homer funds.
- Homer Public Library Sliding Security Gate - \$30,000 appropriated in the City's FY2026 Capital Budget.



## **Introduction to the Capital Improvement Program**

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A capital improvement plan (CIP) is a long-term guide for capital project expenditures. A capital expenditure is a major, nonrecurring budget item that results in a fixed asset with an anticipated life of at least three years.

A carefully prepared capital improvement plan has many uses. It can assist a community to:

- Anticipate community needs in advance, before needs become critical.
- Rank capital improvement needs in order to ensure the most important projects are given consideration for funding before less critical projects.
- Provide a written description and justification for projects submitted for State funding so the legislature, governor and appropriate agencies have the information necessary to make decisions about funding capital projects.
- Provide the basis for funding capital projects as part of the biennial budget process.
- Understand the impact of new capital projects on maintenance and operating costs so expenses are budgeted in advance to help avoid projects that the community cannot afford.

The City of Homer CIP contains a list of capital projects the community envisions for the future, identifies ways projects will benefit the community, highlights Legislative priority projects and presents a general target construction schedule. Projects proposed by non-profit organizations and other non-City groups may be included in the CIP with City Council approval, however, such inclusion does not indicate that the City intends to provide funding for the project. Projects eligible for inclusion in the City of Homer CIP have a lower cost limit of \$50,000 for City projects and \$25,000 for those proposed by non-profit organizations.

The number of years over which capital projects are scheduled is called the capital programming period. The City of Homer's capital programming period coincides with the State's, which is a six year period. The six-year plan is updated annually in accordance with a planning schedule approved by City Council at the onset of the CIP process. A copy of the City of Homer CIP schedule appears in the appendix of this document.

Though the CIP is a product of the City Council, administration provides important technical support and ideas with suggestions from the public incorporated through the entire process. The City of Homer solicits input from City advisory bodies, advertises for public input during the CIP public hearings, and invites the public to participate throughout the entire planning process, including the nomination and adoption stages of the process.

Determining project priorities: City of Homer CIP projects are assigned a priority level of 1, 2, or 3, with 1 being the highest priority. To determine priority, City Council considers such questions as:

- Will the project correct a problem that poses a clear danger to human health and safety?
- Is the project specifically recommended in other City of Homer long-range plans?
- Will the project significantly enhance City revenues or prevent significant financial loss?
- Is the project widely supported within the community?
- Is the project strongly supported by one or more City advisory bodies?
- Has the project already been partially funded?
- Is it likely that the project will be funded only if it is identified as being of highest priority?
- Has the project been in the CIP for a long time?

Once the overall CIP list is finalized, the City Council names a subset of projects that will be the focus of efforts to obtain state and/or federal funding in the coming year. The overall CIP and the legislative priority list are approved by resolution.



## **Integration of the CIP With Comprehensive Plan Goals**

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**This page will be updated after adoption of the new Comprehensive Plan.**

Each project listed in the CIP document has been evaluated for consistency with the City's goals as outlined in the Comprehensive Plan. The following goals were taken into account in project evaluation:

Land Use: Guide the amount and location of Homer's growth to increase the supply and diversity of housing, protect important environmental resources and community character, reduce sprawl by encouraging infill, make efficient use of infrastructure, support a healthy local economy, and help reduce global impacts including limiting greenhouse gas emissions.

Transportation: Address future transportation needs while considering land use, economics and aesthetics, and increasing community connectivity for vehicles, pedestrians and cyclists.

Public Service & Facilities: Provide public services and facilities that meet current needs while planning for the future. Develop strategies to work with community partners that provide beneficial community services outside of the scope of City government.

Parks, Recreation & Culture: Encourage a wide range of health-promoting recreation services and facilities, provide ready access to open space, parks, and recreation, and take pride in supporting the arts.

Economic Vitality: Promote strength and continued growth of Homer's economic industries including marine trades, commercial fishing, tourism, education, arts, and culture. Support development of a variety of well-defined commercial/business districts for a range of commercial purposes. Preserve quality of life while supporting the creation of more year-round living wage jobs.

Energy: Promote energy conservation, wise use of environmental resources, and development of renewable energy through the actions of local government as well as the private sector.

Homer Spit: Manage the land and other resources of the Spit to accommodate its natural processes, while allowing fishing, tourism, other marine-related development, and open space/recreational uses.

Town Center: Create a community focal point to provide for business development, instill a greater sense of pride in the downtown area, enhance mobility for all forms of transportation, and contribute to a higher quality of life.



City of Homer Capital Improvement Plan • 2026 – 2031

List will be updated according to City Council final selections and

## **Legislative Request FY2027**

after their adoption of the CIP in September 2025.

### **City of Homer FY2027 State & Federal Legislative Priorities approved by Homer City Council Resolution 25-XXX**

1. Homer Harbor Expansion
2. Multi-Use Community Center
3. Homer Harbor Critical Float System Replacement:  
Float Systems 4 & 1
4. Slope Stability & Erosion Mitigation Program
5. City Hall ADA Accessibility Project
6. Karen Hornaday Park Improvements
7. Homer Spit Coastal Erosion Mitigation
8. A-Frame Water Transmission Line Replacement
9. New Public Works Building

**FY 2027 - DRAFT Document**



# 1. Homer Harbor Expansion

**Project Description & Benefit:** This project proposes to expand Homer Harbor by constructing a new harbor basin for large vessels to the north of Homer's existing Port and Harbor. The expanded harbor will correct navigational safety hazards posed by overcrowding in Homer's current small boat harbor, meet moorage demands of the marine transportation sector on which 130 non-road connected Alaskan communities, and regional industries, the Port of Alaska and internationally significant commercial fisheries depend. Its design could have the potential to advance national security interests and be a backup port for marine transportation and cargo handling which is critical for Alaska's resilience and recovery in the event a major disaster disables the Port of Alaska. Centrally located in the Gulf of Alaska, Homer's Port is the region's only ice-free gateway to Cook Inlet, the port of refuge for large vessels transiting the Gulf of Alaska, Cook Inlet, and Kennedy Entrance.

Currently, large vessels are moored at System 4 and System 5 transient floats in Homer's Small Boat Harbor. Due to shortage of moorage space, large vessels are rafted two or three or more abreast constricting passage lanes, creating navigational hazards and overstressing the harbor float system.

- The new facility fills unmet moorage, maintenance and repair needs which currently send Alaska's marine industrial, cargo and commercial fishing fleet to ports in the Lower 48 due to their overall size, draft, and simply lack of moorage space. Data show that 63% of Alaska homeported vessels spent the months of August through December 2022 in non-Alaska ports in the lower 48. This comes with significant operating costs for Alaska's marine industrial fleet. Port expansion will capture economic activity that Alaska loses annually; it will also sustain and create good, living wage Alaskan jobs through the marine trades.
- The project will also help meet long-term Federal goals, including the US Coast Guard's mooring needs for Search & Rescue and Arctic Security missions, tranquil moorage for the USCG Aspen, turn-around moorage for the new fast response cutters and other assets deployed for Arctic security. It also supports national objectives of seafood competitiveness, energy independence, and given its proximity to Nikiski, the Alaska LNG project.

**Plans & Progress:** In 2019, the City of Homer and USACE completed a preliminary feasibility study utilizing a Section 22 Planning Assistance to States grant. Positive results led the USACE to initiate work on a new 3-year General Investigation (GI) in March 2023. The GI is anticipated to reach a tentatively selected plan in June 2025, a draft feasibility report for public comment in September 2025 and conclude with a Chief's Report and recommendation early in 2027. If recommended, Phase 2, Project Engineering and Design (PED), would commence in FY28. Costs for the PED phase are shared 90% Federal, 10% Local Sponsors. Securing state and local match funding is critical for leveraging Federal funds.

Phase I: GI Study: \$4,154,093.00 (funding complete)

Phase II: Project Engineering & Design: \$6,000,000

FY26 State Request for Phase 2: \$ 300,000

FY26 Federal Request for Phase 2: \$5,400,000

City of Homer Match: \$ 300,000

Funding Secured	Federal Share	City Share	State Match
	\$ 2,077,047	\$1,038,524	\$1,038,523
FY23-24 Confirmed	\$ 1,249,999	\$1,038,524	\$ 750,000
FY25	\$ 827,048	-	\$ 288,523



Port expansion adds a new basin with its own entrance adjacent to the existing Small Boat Harbor to relieve large vessel congestion in the small boat harbor, shown below.





## 2. Multi-Use Community Recreation Center

**Project Description & Benefit:** This project secures land, designs and constructs a multi-use community center to meet Southern Kenai Peninsula community needs, while contributing to the overall economic development and quality of life of Homer's residents, businesses and visitors. This project is the first phase in designing and constructing a multi-use community center to adequately serve the social, recreation, cultural, and educational needs of the Homer community. The community has long prioritized the need for indoor municipal recreational and community space, especially considering the ongoing challenges of operating in the local schools and the city's aging and defunct HERC facility. A 2015 City of Homer Parks, Art, Recreation and Culture (PARC) Needs Assessment validated this perceived need; a 2022 follow up assessment showed increased public demand for recreation space, reflecting the community's high priority on access to public recreation and educational spaces. Public input describes the community center as a comprehensive multi-generational facility that offers something for people of all ages and identified a general-purpose gymnasium, multi-purpose space for instructional programs, safe walking/running, dedicated space for youth and possible emergency shelter as priority features. Preliminary data and feedback from the 2024 Comprehensive Plan rewrite shows continued strong community support for an indoor recreation facility.

**Plans & Progress:** In 2018, a City Council appointed Task Force completed several months of study and recommended building a new community facility, rather than trying to rehabilitate the HERC facility. The retrofits needed to bring the building into modern code compliance exceed the cost of new construction. In September 2021, the City expended \$49,964 to update the recreation needs analysis, engage the public and produce concept designs and construction cost estimates for different options for a new multi-use center.

A 2023 hazmat report of the City-owned facilities at the HERC campus, which had been the preferred site, determined this location will not be possible in the near term due high cost of mitigation. In 2024, the City Council appropriated a total of \$1,300,000 towards the project. **In 2025, a working group, including two Council Champions, reviewed and identified potential locations for a community center, preferably centrally located.** While no facility design or footprint has been developed to date, these are significant steps to move the initiative forward. Subsequent steps will include finalizing scope and design, cost estimates and completing a feasibility study for ongoing operations and maintenance.

**Total Project Cost:** \$16,050,000

FY25 Phase 1: Land Purchase \$ 700,000

FY26 Phase 2: Final Design & Feasibility Study \$350,000

FY27 Phase 3: Construction \$15,000,000

**FY26 State Request:**

Phase 1 & 2 \$ 400,000

**FY26 Federal Request:**

Phase 3 \$14,350,000

City of Homer Match: \$ 1,300,000

Funding Secured	FY24/25
City of Homer funds	\$ 400,000
Gas Line Fund	\$ 900,000



The City of Unalaska's Community Center is an example of a centrally located, widely used recreation facility by both residents and visitors.

FY 2027 - DRAFT Document



### 3. Homer Harbor Critical Float System Replacement: Float Systems 4 & 1

**Project Description & Benefit:** The project replaces Systems 1 and 4 and their adjoining gangways in Homer Harbor. These float systems were constructed by the State of Alaska in 1964 for the original Homer Harbor and transferred to City ownership in 1999 with extensive deferred maintenance. Despite having completed major upgrades to harbor assets in the past ten years and increased maintenance expenditures, the City has been unable to keep pace with infrastructure deterioration.

Systems 1 and 4 range in age from 37 to 60 years old, are in serious to critical condition, do not meet current design or safety standards and will soon face load restrictions or decommissioning. Demand for moorage and regional freight movement has increased such that the harbor already cannot meet demand. Together, these float systems moor 503 of the 920 vessels the Harbor accommodates and they offer 4,100 linear feet of transient moorage for vessels up to 75 feet long. Decommissioning will displace vessels and create hardship for regional transportation networks that depend on safe and efficient operations at the Harbor, including the Seldovia Fast Ferry Kachemak Explorer for passenger and freight loading, 130 remote worksites and non-road connected communities throughout southcentral and western Alaska, and the commercial fishing fleet.

Major maintenance (added flotation to the main and stall floats and replacing timber piles and decking) has allowed continued use of these floats. But at over thirty years beyond their engineered life expectancy, the systems exhibit critical loss of structural capacity. A 2022 Harbor Condition Survey rated the systems in serious and critical condition, non-compliant with design, fire protection and safety standards and will soon face load restrictions or decommissioning.

Demand for moorage and regional freight movement has increased such that the harbor already cannot meet system demands. The loss of floats in Systems 1 and 4 will have a ripple effect, slow the entire harbor operations, and contribute to delayed shipments. Closing even one finger on a float, either for additional repairs or permanently, means that affected vessels have to raft, hot-berth, move to transient moorage, or most likely be displaced entirely from the facility. System-wide closure would affect 336 vessels for System 1 and 167 vessels for System 4, over half of the harbor's stall capacity. Decommissioning an entire system would increase harbor congestion and operational delays related to rafting and tidal draft constraints, cost the harbor and vessel operators time and fuel. A sudden float system failure that causes vessel damage is a life/safety concern and would likely cost a fisherman an entire season, disrupt freight delivery schedules, and block access to critical floats and services.

**Plans & Progress:** R&M Engineers provided a harbor-wide condition report and cost estimate for float replacement in 2023 that identified critical float replacement needs including upgrades to shore power, fire suppression and potable water systems. Alaska Harbors Consulting provided 30% design drawings and a cost estimate in 2024. Phase 1 is design, engineering and permitting to bring the project to construction ready status. **Phase 2 is System 4 construction and Phase 3 is System 1 construction.**

Partial Phase 1 funding has been secured through a 2024 Denali Commission grant. **A \$250,000 FY26 Community Project Funding request by Congressman Begich to the Transportation, Housing and Urban Development Appropriations Subcommittee for the design phase was included in the House Appropriations Bill.** The City is seeking a FY25 Port Infrastructure Development Program grant **for System 4 construction subsidy funds** and proposes to utilize a revenue bond and/or TIFIA loan funds to meet match requirements.

**Total Project Cost:** \$60,240,898

Phase 1: Design & Permitting \$ 2,205,000  
FY24 Denali Commission grant: \$ 1,100,000 (confirmed)  
FY26 Federal Request: \$ 250,000 (pending)

**Phase 2: System 4 Replacment: \$23,000,000**



The warped Headwalk Float AAA (above) shows a failure in the structural members below the deck and lack of flotation. Low freeboard results in accelerated corrosion of the submerged pile collar and decaying connections to the float. Decking has rot and hardware connections protrude through it.

Systems 4 and 1 moor 503 vessels, over half the harbor's capacity.



## 4. Slope Stability & Erosion Mitigation Program

**Project Description & Benefit:** Instability of steep slopes and coastal bluffs present hazards to Homer's natural and built environment. Their instability is due in large part to the movement of both surface water and ground water. When these waters combine, they saturate the soil, which makes the soil particles "slippery" and creates potential for slumping. The annual freeze-thaw cycle exacerbates erosional loss. An increase of impervious surfaces due to commercial and residential development also contributes to coastal erosion. When storm water quickly exits developed areas, discharge events down gradient result in extreme coastal erosion and loss of beach sediments critical for maintaining coastal stability.

Erosional impacts include homes that have slid down steep slopes, forcing abandonment. Roads have failed, and with them water, sewer, electrical and natural gas distribution line infrastructure, requiring emergency repairs to restore access. This is a problem affecting both the City and the State of Alaska, as multiple state highways have been, and are continuing to be, adversely affected by slope instability – including the Sterling Highway, Homer's only road connection to the rest of mainland Alaska and Kachemak Drive, a tsunami evacuation route and connector road for commuter, recreational and commercial traffic to Homer's regionally active Port and Harbor facility on the Homer Spit.

After studying how these waters collectively affect steep slopes and coastline erosion, the City developed innovative mitigation plans for four projects. Together they form the City's Green Infrastructure Slope Stability & Erosion Mitigation Program. They include (1) Kachemak Sponge Wetland Treatment System, a nature-based infrastructure project that protects private and public properties as well as state-owned Kachemak Drive by acquiring using natural wetlands to collect and treat storm water. The project mitigates flooding and coastal erosion as well as recharges valuable peatlands. (2) Baycrest Storm Drain Conveyance and Treatment System protects the state-owned Sterling Highway and downhill properties by mitigating flooding and coastal erosion. This project features a micro-hydro energy generating unit. (3) Beluga Lake and (4) Beluga Slough Wetland Treatment Systems also use natural wetlands to manage storm water, protecting two state-owned roads, Main Street and Sterling Highway. They also protect the water quality of Beluga Slough and Beluga Lake, important habitat for shorebirds. Together, these projects will protect and recharge valuable peatlands, protect water quality, conserve critical moose and waterfowl habitat and mitigate coastal erosion for the long term.



The Slope Stability Program utilizes nature based and low impact development techniques to mitigate erosional damage and protect water quality.

**Plans & Progress:** The Kachemak Sponge and Beluga Slough systems are Phase 1 and are underway. The City completed preliminary water quality, flow rate and peatland data collection. Design work and initial appraisals of peatlands to be acquired for the Kachemak Sponge project is complete. Federal IIJA funds from a FY23 NOAA grant will assist with peatlands acquisition. The City also secured a FY23-25 Alaska Clean Water Act grant for the Beluga Slough Storm Water Treatment System.

**Project Cost (Phase 1):** \$5,028,791

Kachemak Drive Wetland Treatment System: \$4,388,791

Beluga Slough & Bishops Beach Stormwater Treatment Systems: \$ 690,000

Total Phase 1 Cost: \$5,028,791

Funding Secured	Prior to July '23	FY24/25
COH Data Collect	\$ 180,000	-
Kachemak Sponge		
NOAA IIJA grant	\$1,171,410	-
COH HART Road	-	\$418,000
	\$ 11,866	\$ 141,441
	\$ 81,313	-
	\$ 25,896	-

The Public Works Director recommends removal of the Slope Stability & Erosion Mitigation Program from the CIP. The project covers a wide array of separate project efforts and each project status has changed. A memo from Public Works Director Kort provides a status update and reasons for recommending this project be removed from the CIP.



## 5. City Hall ADA Accessibility Project

**Project Description & Benefit:** The Americans with Disabilities Act (ADA) Title II mandates that all State and local governments provide accessible and usable facilities for people with disabilities, embodying the fundamental principles of equal opportunity, integration, and inclusion. However, Homer City Hall—a cornerstone of civic engagement and an Early Voting Site for early and absentee-in-person voting for municipal, borough and State elections—currently falls short of these standards.

This project addresses critical equity and justice concerns by ensuring equal access to civic participation for all citizens, regardless of their physical abilities. By regrading the parking lot cross slope and addressing access barriers at both entrances, this project tackles Priority Level 1 issues identified in the City’s Facilities Transition Plan and reflects the City’s commitment to accessibility.

The urgency of this project is further underscored by a 2024 US Department of Justice letter to the State of Alaska citing ADA compliance violations in various State of Alaska voting locations. The letter specifically noted problems with the steep grade of Homer City Hall’s handicap parking spaces and the absence of an accessible path from public sidewalks to the polling entry doors. By addressing these concerns, this project helps the City and State comply with legal requirements and affirms our shared dedication to equitable voting access.

City Hall back entrance improvements to be completed include:

- regrade parking lot to correct accessible parking spaces and exterior ramp cross slopes that exceed 1:48 ratio;
- design and construct accessible pathway from public sidewalk on Pioneer Avenue to back entrance door;
- install ADA push button, automatic swing door. that complies with ADA opening force ranges. An automatic, push button door is a universal solution for people of all ages and abilities.

Front entrance improvements to be completed include:

- reconfigure ramp cross slope to meet standard;
- replace grate to meet opening requirement;
- reconfigure curb ramp to provide a level, 36” long landing
- alter/replace handrails to meet ramp width requirements.

**Plans & Progress:** In 2022, the City completed the design for a new City Hall front entrance ramp to bring it into ADA compliance. An FY25 Capital Budget adjustment allocated funds to help address ramp reconfiguration. Public Works has developed a conceptual design and cost estimate of back entrance improvements.

The project will proceed in phases, beginning with the first two.

Phase I: Design & Construct Back Ramp/Door	\$ 100,000
Phase II: Parking lot regrade	\$ 400,000
Phase III: Construct front entrance ramp	\$ 200,000
Phase IV: Design & Construct Pathway	\$ 600,000

**Total Project Cost:** \$1,300,000

**Schedule:** Phase I and II: 2026-2027

Phase I & II Project Cost: \$500,000

Ramp and entrance design: \$ 47,400 (COH funds)

Construction: \$ 120,600 (COH funds)

**FY26 State Capital Request:** \$ 332,000 (Construction)



The cross slope of the accessible parking spaces at the lower entrance to City Hall exceeds the maximum allowed.

Funding Secured	Prior to July '23	FY24/25
Design ADA City Hall Ramp		
General Fund CARMA	\$14,400	
General Fund		\$23,000



## 6. Karen Hornaday Park Improvements

**Project Description & Benefit:** Karen Hornaday Park is Homer’s largest, most diverse public recreation space. At 40 acres in size, it offers a wide variety of activities, including camping, ballfields, playgrounds and two public pavilions with picnic facilities, barbecue grills and campfire circles. For those looking to relax, the park offers benches to view Kachemak Bay and the surrounding mountains and glaciers, as well as access to a more intimate, natural area along Woodard Creek on the park’s eastern boundary. The park hosts an estimated 92,000 user days each year. This includes Little League participants and spectators, plus general use park visitors and attendees of small gatherings and large events that reserved the park annually, such as reunions, the Scottish Highland Games festival and concerts.

An updated Karen Hornaday Park Master Plan is near final draft stage after park evaluation, community input and first draft review. The site plan will include two high priority park needs to improve safety and provide accessibility: entry road and parking improvements and a public restroom facility. Presently, much of the parking requires crossing the entry road to get to the play area, which can be dangerous for children.

An ADA accessible public restroom facility remains a high priority. The former restroom facility was demolished in 2020 due to safety concerns. The physical structure had deteriorated over the years. Its advanced age combined with high use resulted in worn interior finishes, making cleaning difficult; aged bathroom fixtures and dilapidated stalls made it nearly impossible for City maintenance personnel to provide a safe, sanitary facility. **The City acquired an ADA mobile restroom trailer to address immediate accessibility need, but the need for a sustainable long-term solution remains.**

**Plans & Progress:** Over the years, grant support and significant volunteer efforts have assisted the City in developing Homer’s premier public park. The first step of the current project is to finalize the new Park Master Plan, followed by restroom construction.

Project Cost (Phase 1):        \$1,080,000

Master Plan Update:            \$ 50,000 (Completed)

Water Sewer Utility Extension: \$ 530,000 (Completed)

Restroom Construction:        \$ 500,000

**FY26 State Capital Request: \$500,000**  
(City of Homer Match: \$580,000)



Permanent public restroom facilities and safe, accessible pedestrian access for the many park users are lacking in the park.



Funding Secured	FY24	FY25
Park Master Plan		
COH General CARMA	\$ 50,000	-
Public Restrooms		
COH HAWSP	\$ 10,000	\$150,000
COH GF Balance	\$ 20,000	\$350,000



## 7. Homer Spit Coastal Erosion Mitigation

**Project Description and Benefit:** The City of Homer requests that the Alaska Department of Transportation and Public Facilities (AK DOT&PF) work cooperatively with the Army Corps of Engineers (USACE) and the City of Homer to design, permit and implement a long term erosion mitigation and maintenance plan to mitigate and stabilize erosion conditions on the Homer Spit. This project is needed to protect critical infrastructure on the Homer Spit.

The Homer Spit is a 4.5 mile long glacial spit composed of sands and gravel that offers recreational, commercial, industrial, and residential use. It is a valuable asset to the City of Homer and the State of Alaska due to its economic and recreational opportunities. It is also a unique, coastal feature and a valuable environmental resource with its extensive bird and marine habitat. While typically in equilibrium, the Spit is undergoing a long period of erosion. Changes in storm patterns the past few years with milder summers and fewer strong southeasterly events may be affecting the sediment movement along the spit, allowing greater erosion and less seasonal accretion. The USACE addressed erosion concerns in 1992 with 1,000 feet of rock revetment in 1992, which they extended an additional 3,700 feet in 1998. This caused beach lowering adjacent to and further south of the rock revetment along the Spit. In that area, AK DOT&PF armored the highway in two emergency revetment projects. These areas are subject to periodic overtopping, damaging the asphalt on the roadway shoulder. **A November 17, 2024 storm surge event eroded a significant amount of public and private property, damaged businesses, undercut the revetment wall and collapsed one lane of Alaska Highway 1, prompting a local disaster declaration, a State of Alaska Declaration of Disaster Emergency and over \$3M State investment in temporary repairs and protection measures.**

Erosional damage on the Spit is threatening the State-owned Sterling Highway that connects the Kenai Peninsula mainland to organizations like the United States Coast Guard and Alaska Marine Highway. The road is also an essential tsunami evacuation route. If left unchecked, erosion will ultimately diminish the role the Homer Spit plays as a regional commerce center and transportation hub for Southcentral Alaska, including the commercial fishing industry, the marine trades, supply shipping and tourism. Erosion is actively undermining public recreational facilities and private commercial enterprises to the point that properties have been abandoned or condemned. A coordinated, long-term maintenance plan is needed.

**Plans & Progress:** The USACE conducted two extensive studies with detailed erosion management information: a 2017 Dredged Material Management Guidance Manual and a 1989 investigation report, Storm Damage Reduction Final Interim Feasibility Report with Engineering Design and Environmental Assessment. In 2019 HDR analyzed environmental conditions and sediment transport and produced a Coastal Erosion Assessment of the Sterling Highway Termini on the Homer Spit which also considered concept alternatives (perched bench, groin field, offshore breakwater, sediment management and rock revetment) for improving resilience of existing roadway embankment. The study strongly encouraged coupling any mitigation measures with a beach renourishment program and sediment management plan for long term viability of the Spit. HDR provided an updated preliminary technical memo in 2025 outlining concepts for various erosion mitigation alternatives to protect the Sterling Highway ROW for a longer-term design duration.

The project would be best served by engaging the USACE, either through re-authorization of work under the Homer Spit Revetment General Investigation (GI), or approval for an independent investigation under Section 203 of the Water & Resources Development Act. **The State of Alaska Department of Transportation programmed \$1.5M for erosion mitigation planning and design in the 2024-27 Statewide Transportation Improvement Program. The City is working with ADOT&PF to utilize these funds, potentially to provide information for use in a GI.** Another objective is to seek USACE authorization to implement the Dredged Material Management Plan.

**USACE General Investigation:** \$3,000,000

**FY252-6 State Planning Funds:** \$1,500,000 (confirmed)

FY27 Federal Request           \$ 500,000

City of Homer Match           \$ 300,000

8           Contact Mayor Rachel Lord or Melissa Jacobi, City Manager at 235-8121



Example of recent active erosion on the Homer Spit.



## 8. A-Frame Water Transmission Line Replacement

**Project Description and Benefit:** This project rectifies a vulnerability in the City's drinking water infrastructure to safeguard our clean drinking water supply in support of the life, health and safety of Homer's 5,531 residents. It replaces approximately 1,200 linear feet of existing 8-inch cast iron drinking water supply line in Homer's water utility system. The 58-year old section of line is brittle, corroded and on a 52-degree slope, making it extremely susceptible to catastrophic damage due to slope failure or seismic activity. To avoid waterline failure, the project completes design, and replaces the existing 8-inch line with 10-inch high density polyethylene transmission water main. Design engineering includes anchors to anchor the line to subsurface material to prevent movement in the event of slope subsidence.

This supply line is the only line transmitting water to the west side of Homer. It serves hundreds of customers, South Peninsula Hospital, several health clinics Homer's medical district, the senior center, its assisted living and independent senior housing, and two schools. Loss of this line, our sole drinking water link, would have a devastating impact to public health and safety, and fire protection capability. Even short-term water supply disruption (due to severe, but repairable seismic damage to the supply line) has serious consequences. The expedient availability of machinery and spare parts for timely repair during a major disaster and the need to provide emergency drinking water are additional challenges/concerns.

Replacing the cast iron pipe with HPDE pipe protects this critical water utility infrastructure from seismic damage, and significantly mitigates potential life, health and public safety losses associated with a major earthquake event. Loss of supply in the area's sole drinking water supply line would have a devastating impact on overall public health and safety, fire protection capability and the economy. To mitigate the likelihood of a catastrophic break that would disrupt water supply or smaller ruptures that could compromise water quality, the obsolete cast iron pipe will be replaced with earthquake resilient High Density Polyethylene pipe.

The water main is critical infrastructure that assures the life, health and safety of Homer's 5,522 residents and additional residents in surrounding unincorporated areas who rely on the water system for delivery of residential and commercial potable water and fire protection services. Demand for water distribution approximately doubles during the summer months (June to August), compared to the height of winter (December and January) due to the influx of seasonal residents and a burgeoning tourism industry.

**Plans & Progress:** Replacing this water line has been on the Utility Department's Capital Improvement Program for several years. A conceptual cost estimate has been completed and will proceed in two phases, design and construction. The project is on the Alaska Department of Environmental Conservation's Intended Use Plan for a State Revolving Loan with 100% principal forgiveness. A \$973,686 FY26 Community Project Funding request by Congressman Begich to the House Interior and Environment appropriations subcommittee was included in the House Appropriations Bill. The project has also been added to Alaska's Clean Drinking Water Revolving Loan Fund for \$1,331,882 with 100% principal forgiveness.

**Total Project Cost:** \$1,298,491

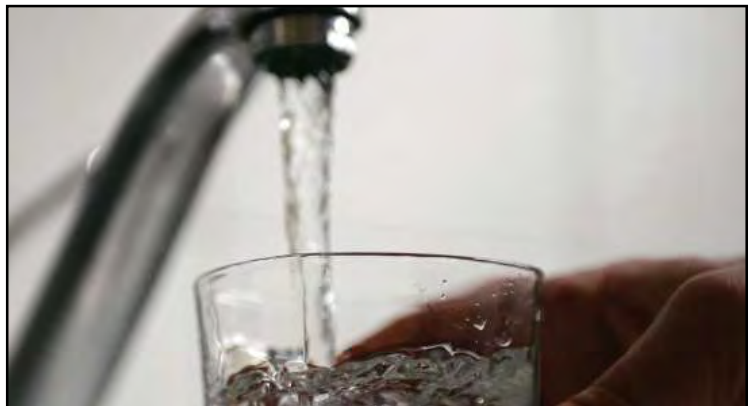
Design: \$ 250,000

Construction: \$1,048,491

FY26: Federal Appropriation Pending: \$973,868

City of Homer Match: \$324,623

This project will likely move to the funded section, pending City Council approval of an award of State Revolving Loan Funds from the Department of Environmental Conservation for final design and construction with 100%



Replacing the water transmission line is critical for the life, health and safety of residents who rely on the system for delivery of residential and commercial potable water.

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## 9. New Public Works Facility

**Project Description & Benefit:** The Public Works Department, located at the bottom of Heath Street, has outgrown its facilities. The current mechanic shops are too small to accommodate the city's large equipment and are out of space to house any new machinery. Due to lack of space the building maintenance shop was relocated to a derelict building off site will soon need a new location. Additionally, Homer's new Tsunami Inundation Map shows the potential risk of a 30' high wave to move through the Public Works complex. Public Works and associated heavy equipment are critical infrastructure for response and recovery activities before, during and after a disaster.

To help evaluate the risks to Public Works of personal injury and property damage from a tsunami and recommend possible mitigation options, Homer City Council appointed a Public Works Campus Task Force in 2020. The Task Force confirmed risks to the public works campus and additionally identified that the facility is suffering from obsolescence due to growth and technological changes over time. After evaluating different mitigation strategies (including creating tsunami resistant seawalls or perimeter mounds and constructing tsunami resistant buildings in same location), the Task Force advised relocating the mission critical portions of the Public Works campus (administration, building maintenance, City fueling station, rolling stock, piping, culverts, mechanics shop, motor pool shop and other essential equipment and materials) to a new location to mitigate loss and damage during a tsunami event and to provide for long-term sustainability.

A needs assessment estimated that the new facility would require a 4.6 acre site and ideally be compatible with adjacent land uses. In 2023, the City purchased an 8.63 acre parcel in the East End Mixed use Zone District. The campus will be designed and sized to provide for current and future administrative, customer support and city facilities maintenance personnel, including road, building, water, sewer, and motor pool; and equipment/materials storage

The existing Public Works site could be converted into public summer use open space (adjacent to the animal shelter, Beluga Slough, and conservation land) and provide space for environmentally sensitive snow storage in the winter.

**Plans & Progress:** This project is envisioned to proceed through three phases, beginning with property acquisition, which was completed in 2023. The second phase is design and cost estimating, which is necessary to understand actual funding needs. The third phase is completing finalizing design and permitting, and construction.

**Phase 2 Total Project Cost:** \$978,500

**Schedule:** 2027

2023: Property Acquisition \$ 600,000 (completed)

2027 Conceptual Design \$ 150,000

2028: Facility Design \$ 828,500

**FY27 State Request:** \$ 828,500

City of Homer 15% match: \$ 150,000



The City of Homer Public Works department's equipment and fleet and personnel have outgrown the current facility, which is also located in a tsunami inundation zone.

Funding Secured	FY24	FY25
Property Acquisition		
COH Land Reserves	\$ 600,000	-



## Mid-Range Projects

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### Part 2: Mid-Range Projects

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## ADA Transition Projects

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- **Nick Dudiak Fishing Lagoon Accessible Ramp & Fishing Platform .....12**
- **Removing Parking & Pavement Accessibility Barriers at City Facilities .....13**

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## Nick Dudiak Fishing Lagoon Accessible Ramp & Fishing Platform

**Project Description & Benefit:** The Nick Dudiak Fishing Lagoon located on the Homer Spit is a man-made marine basin that the Alaska Department of Fish and Game annually stocks with king and silver salmon smolts to provide an easily accessible recreational sport fishing opportunity. This road accessible, shore based salmon fishing site attracts a wide array of sport anglers. When salmon return to the terminal fishery from May through September, over 250 anglers line the bank at any one time.

Due to its popularity, the City of Homer enlarged the lagoon to five acres (twice its original size) in 1994, and in 1999 added accessibility features (handicapped parking and a series of ramps and landings inside the fishing lagoon) to expand recreational sport fishing opportunities to anglers with mobility challenges. The City also maintains fish cleaning tables, restroom facilities, a small picnic area and adjacent campground to serve fishermen's needs.

The existing twenty-year old ADA platform is subject to damage from tidal action, gravel build-up and ice scouring. Over the years, despite annual maintenance, it has succumbed to these forces and no longer serves its purpose of providing ADA access to the fishing waters. Parts of it have detached from the main body and are a safety hazard. A new access ramp and fishing platform, designed and located to resist these forces, is needed to restore accessibility to the Fishing Lagoon, improve the fishing experience, and if possible, reduce maintenance.

Once a final design and Fishing Hole location is determined, Phase 2 of the project will be to make improvements necessary to connect the ramp to uplands amenities such as accessible parking spaces, restrooms, the Fishing Hole campground and fish cleaning tables.

**Plans & Progress:** The City has been working in concert with Alaska Department of Fish and Game to design and seek funding to replace the ramp. In 2022, the City and State prepared conceptual design options for consideration. Initially, the preferred option is for floating access (similar to a dock) that provides over-water fishing opportunities. The floats will allow the dock to move up and down during tidal swings to provide ADA access to fishing for the entire tidal fluctuation. A gangway to the dock would be affixed to a fixed pier above the high water level. The floating portion of the dock and the gangway would be designed to be removable to avoid seasonal ice damage and to perform maintenance as necessary.

**Total Project Cost:** \$ 1,019,813

Concept Design \$ 18,813 (Completed 2022)

Final Design \$ 91,000

Construction \$ 910,000

**Schedule:** Final Design 2027

Construction 2029

**Priority Level:** 2



A concept design of a removable gangway and floating fishing platform to restore ADA angler access to the Nick Dudiak Fishing Lagoon.

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## Removing Parking and Pavement Accessibility Barriers at City Facilities

**Project Description & Benefit:** Under Title II of the Americans with Disabilities Act (ADA), all State and local governments must be accessible to, and usable by, people with disabilities. The basic principles of the ADA are equal opportunity, integration, and inclusion. From 2017-2019, the City of Homer ADA Compliance Committee and City Staff evaluated City Facilities to identify accessibility barriers. The results were compiled into the City's Transition Plan, in accordance with Title II of the ADA regulations. This project corrects parking and pavement barriers (ADA Priority Level 1 issues) at City facilities to aid the entire community in accessing and participating in programs, services or activities provided by the City of Homer.

ADA regulations standardize the size and number of marked accessible parking spaces in a lot and appropriate signage placed such that it cannot be obscured by a vehicle parked in the space. Accessibility standards also require firm, stable and slip resistant surfaces. Many City of Homer facilities do not meet these standards.

This project will correct the following parking barriers at City facilities:

- Regrade exterior ramp cross slopes that exceed 1:48 ratio at the Fire Hall, Homer Public Library, and the Public Works building;
- Firm ground surface through compaction or paving and even surface levels at Load and Launch Ramp staging area
- cross slopes that exceed 1:48 ratio on paved lots.

**Plans & Progress:** City staff assisted the ADA Advisory Board during the self-evaluation process and together developed solutions and remedies that were included in the Transition Plan. City Council approved the Transition Plan in Resolution 19-024. This project is expected to proceed incrementally. In 2021, accessible vehicle and van parking spaces were paved at Harbor Ramps 3, 4 and 5, and at public restrooms and compliant signage and pavement markings were completed.

**Total Project Cost:** \$385,600

Phase 1: Harbor Accessible Parking, completed \$49,100

Phase 2: Facility Parking Lot Cross Slopes & Surface Levels: \$336,500

**Schedule:** 2026

**Priority Level:** 1



While inaccessibility issues in these Port & Harbor parking spaces have been remedied, it provides an example of spaces needing to be paved with an even path of travel.



## Parks, Art, Recreation & Culture

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- Reber Trail Extension to Soundview Avenue .....18

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**This project is complete and will be removed from the CIP.**

## **Bayview Park Restoration, Phase 2**

**Project Description & Benefit:** Bayview Park is a neighborhood park at the top of Main Street in the heart of Homer intended to serve preschool age children and their families. The park, the only park in Homer dedicated to serve preschool age children, has been largely undeveloped since its formation.

This project transforms Bayview Park into an inviting, safe and accessible destination for young families to provide improved recreational opportunities for all in our community. Project scope includes two phases. Phase 1 of the project was completed in fall 2025 and included:

- finalizing the park's site plan and specifications after gathering community input;
- paving Bayview Park parking area and providing ADA parking and accessible park pathways;
- installing inclusive playground equipment, natural playground features and rubber tile safety surfacing under the playground equipment.

Phase 2 replaces the rickety white picket fence with a more durable, low-maintenance fence that provides a level of safety for young children playing near busy roads. Due to the wood's deterioration, public works staff cannot repair some parts of the fence.

**Plans & Progress:** In 2022, the City installed an ADA accessible sidewalk to the park from Main Street as part of the new Main Street Sidewalk project. The sidewalk design replaced the existing open ditch on the east side of Bayview Park with a closed storm drain system to create a space where a parking lot and access into the park can be built.

The City worked with a landscape architect to develop a park plan and dedicated 2023 Healthy and Equitable Communities grant funds from the Alaska Department of Health and Social Services to assist with park improvements. A donation by the Kachemak Bay Rotary Club also helped procure new playground equipment and an accessible picnic table was donated by Sprout Family Services.

**Total Project Cost:** \$190,000

Phase 1: \$139,330 (Funding complete 2023)

Phase 2: Replace perimeter fence. \$50,670

**Schedule:** 2026

**Priority Level:** 1



Bayview Park, dedicated to serve pre-school age children and their families is undeveloped. A more practical chain length fence will also be needed to keep young children out of roads and ditches.

**The final phase of this project (fencing) will be completed in-house with an FY26 capital budget allocation.**

Funding Secured	Prior to July '23	FY24	FY26
Design & install features			
KBay Rotary	\$ 12,000	-	
HEC Round 2 Grant	\$ 74,916	-	
Drainage/Parking			
COH HART Roads	-	\$ 32,000	
Accessible Pathways			
COH HART Trails	-	\$ 20,314	
Fence Replacement			\$20,000



## Jack Gist Park Improvements

**Project Description & Benefit:** Jack Gist Park was founded in 1998 on 12.4 acres of land donated to the City of Homer by a private landowner. Park development took place on top of a retired landfill that was capped. As originally envisioned by the Jack Gist Recreational Park Association, this parcel has been developed primarily for soft ball fields. It also features a disc golf course. Changes in usage patterns, deferred maintenance, and adjacent residential development have highlighted the need for various improvements within the Park. The need for these improvements and the impacts of deferred maintenance will only continue to grow as the residential density increases in the neighborhood around the park.

The park hosts numerous softball tournaments annually, and disc golfers. Improvements for the health and safety of park users includes a public restroom facility, irrigation for field turf maintenance and remediation of drainage issues that have led to poor quality athletic turf. Drainage improvements are also needed address persistent standing water in ditches and in low spots in the parking lots, bleacher areas and the ball field access. Development of drainage routes will encourage groundwater (which is expected to be amplified by residential development adjacent to the park) into existing drainage routes to the east and west of the park and through culvert crossings.

The parking lot for the park was improved and expanded in the summer of 2024, allowing for substantially more parking, delineated parking spots and improved drainage. Utilities were brought into the park to serve a temporary trailer-style ADA bathroom with the intention of replacing this bathroom with a future brick and mortar bathroom in the future.

**Plans & Progress:** Phase 1 has been completed via capital funds approved in the City's FY23 and FY24-25 budget. Drainage work, expanded parking (for 70 vehicles), and electrical service extension to the mobile restroom site and adjacent light pole were completed in 2024 and 2025. Water and sewer have been installed to the site of a temporary trailer restroom and a future public restroom. Constructing a permanent public restroom facility is Phase 2 of the plan. Hose bibs are planned to be located adjacent to the new bathroom will provide irrigation for the fields via surface hoses during dry spells and to assist in turf maintenance activities.

**Project Cost:** \$840,000

Phase 1: \$240,000 (completed)

Phase 2: Restroom cost estimate: \$600,000

**Schedule:** 2023-2028

**Priority Level:** 1



One of the softball fields at Jack Gist Park.

Funding Secured	Prior to July '23	FY24/25
Utility Extension		
COH HAWSP	\$ 42,500	-
General Fund Fund Balance		\$ 57,000
Drainage/Parking		
COH General Fund	-	\$ 95,000
Site Prep	-	
COH General Fund		\$ 22,500

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## Reber Trail Extension to Soundview Avenue

**Project Description and Benefit:** The Reber Trail, completed in 2009, is a .38 mile trail connecting the west end of Fairview Avenue to Reber Road off West Hill through a series of switchbacks. This project extends the trail by 750-800 feet by creating a route from the base of Reber Trail on Fairview, along a ridge and down to Soundview Avenue.

Securing the legal easements necessary preserves access to non-motorized travel opportunities. Completion of this project will improve non-motorized transportation options for residents on the west side of Homer. The extension provides more direct trail connectivity to walkers and hikers from the Soundview, Shelley Avenue and West Homer Elementary area, avoiding a detour to either West Hill Road or Mullikin Street. It also allows residents in the vicinity of Reber Road on West Hill (Alpine Way, Wythe Way, Miller, Highland Drive, Bell Avenue and above) to more easily access Soundview Avenue and West Homer Elementary School via a beautiful nature trail, rather using the much more circuitous and hazardous route down West Hill Road.

**Plans & Progress:** The trail is envisioned to be designed as a Level 1 (Backcountry) to Level 3 (Semi-improved) trail, as described in the City's Trail Manual Design Criteria - an informal trail with natural surfaces. Development would progress in two phases. Phase one requires easement acquisition, survey and trail design. Phase 2 is construction.

**Total Project Cost:** \$310,000

Phase 1: Easement acquisition, survey and design: \$60,000

Phase 2: Construction: \$250,000

**Schedule:** 2026 - 2028

**Priority Level:**



Map of potential corridor for trail extension. Please note: map is only for illustrative purposes as no design work has been done.



## Port and Harbor

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## Large Vessel Haul Out Repair Facility

**Project Description & Benefit:** This project constructs safe moorage and an associated uplands haul out repair facility for large shallow draft vessels. This improvement supports the marine transportation needs of central and western Alaska. Because of the lack of facilities, these vessels currently have to travel elsewhere to perform annually required maintenance and repairs, which could otherwise be completed here in Homer. The new facility benefits the needs of the growing regional fleet of large vessels, the local marine trades businesses and the regional economy.

The mooring facility, proposed along the beach front of Lot TR-1-A (between the Nick Dudiak Fishing Lagoon and Freight Dock Road on the west side of the harbor) will stage barges in the tidal zone with the bow end pulled tight to the beach for accessing a haul out ramp. A dead-man anchoring system will be provided for winching vessels up the ramp above the high tide line for maintenance and minor repairs. Upland improvements will include six work sites with water, electrical pedestals, lighting, and security fencing and cameras. This site has accommodated approximately six to eight vessels (depending on size) with ample workspace; it will offer large vessels the ability to complete their required annual maintenance at the uplands repair facility while wintering over.

Completing repairs locally gives the marine trades sector greater opportunity to expand services, support a steady labor force and provide higher quality services more competitively. Availability of local repair services also delivers performance benefits to vessels operating in Alaska waters, saving significant time, fuel and other operating expense.

**Plans & Progress:** Project development is being carried out in phases. Phase 1, initiated in 2014, consisted of forming a Large Vessel Haul Out Task Force to assist with site selection and completion of Best Management Practices, vessel owner use agreements, and vendor use agreements. Staff additionally completed a Stormwater Pollution Prevention Plan (SWPPP) with the Alaska Department of Environmental Conservation for a portion of lot TR-1-A. Since completing these basic requirements, the haul out area has become a popular repair site option for some of our large vessel owners. This further justifies additional investments to improve our ability to serve these customers and bring more of these customers to Homer. Phase 2 completed design and permitting utilizing \$255,000 in State Legislative Grant funds and \$42,626 in additional City of Homer funds. The project is shovel-ready and the design is bid-ready. Phase 3 will complete construction project construction.

**Total Project Cost:** \$5,297,626

2019: Phase 2 Engineering/Permitting/Geotechnical/Design: \$297,626 (Design completed June 2020).

2025: Phase 3 Construction: \$5,000,000 (Project is shovel ready.)

**Schedule:** 2027

**Priority Level:** 3



Three vessels hauled out for repairs on Homer Spit Lot TR 1 A.



## Harbor Ramp 8 Public Restroom

**Project Description & Benefit:** Ramp 8 serves System 5, the large vessel mooring system. Previously, restroom facilities for Ramp 8 consisted of an outhouse. This outdated restroom brought many complaints to the Harbormaster's office. Sanitary restroom facilities are expected in modern, competitive harbors along with potable water and adequate shore power. The Ramp 8 outhouse was removed in 2015. A new public restroom in this location is needed to serve the crew members of large vessels when they come to port.

**Plans & Progress:** Design costs for this project would be minimal as the City has standard public restroom plans engineered that can be easily modified for this location.

**Total Project Cost:** \$412,000

**Schedule:** 2028

**Priority Level:** 3



Ramp 8 sees heavy use from crews of large vessels moored in System 5. Since this outhouse was removed in 2015, crews either use a porta potty provided by the Port & Harbor, or walk 1.5 blocks to use the nearest restroom facility.

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## Homer Harbor Dredging

**Project Description and Benefit:** Due to sediment infiltration, Homer's small boat harbor is in need of dredging to restore design depth. The US Corps of Engineers is authorized as part of their mission to maintain the navigable channel from the harbor entrance all the way to the load and launch ramp. However, all the rest of the harbor is a local responsibility.

The dredged materials can be used to renourish beaches on the west side of the Homer Spit, where erosional damage is actively undermining the State-owned Sterling Highway. Recreational properties and commercial properties are impacted to the point that properties have been abandoned or condemned. Beach renourishing will follow the US Corps of Engineers Dredged Material Management Plan approved for the Homer Spit.

**Plans & Progress:** A multi-beam survey of the harbor basin was completed by a certified Marine surveyor to ascertain the quantities of dredged material that would need to be removed to get the basin back to the original depths.

Phase 2 will create a request for proposals to solicit bids for dredging the harbor, **once the material calculations have been completed.** Depending on the results of the calculations and bids, the City may need to prioritize efforts to focus on specific areas of concern first.

**Total Project Cost:** \$980,000 (estimate only)

Phase 1: \$25,000 (Complete)

Phase 2: Dredging: \$955,000

**Schedule:** 2023-24

**Priority Level:** 1



A dredge in Homer Harbor during the US Corps of Engineer's annual dredging of the harbor's navigable channel.

Funding Secured	Prior to July '23	FY24/25
Harbor Survey	-	\$ 25,000



## Homer Harbor Security Cameras: Ramp 1-5 Access Points

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**Project Description and Benefit:** This project will expand and enhance coverage capabilities of Homer Harbor's current security camera system. The Port and Harbor Advisory Commission and staff have a long term goal of installing cameras on the west side of the basin at the access points to Ramp 1 through Ramp 5. Expanding the current camera system allows harbor officers to keep a monitored eye on these heavily trafficked areas.

Over the years, security cameras have come to play an ever increasing role in assisting staff to monitor harbor and vessel security because of the advantages they provide. Cameras allow harbor officers to monitor situations while completing other tasks in the field or while on the radio helping other customers. Quick review of a recorded incident will also help an officer verify vessel status while not having to actually dedicate time to watching and waiting on scene. Cameras also provided an element of safety by allowing responding officers to view a situation before arrival; they can also be used to assist in monitoring evacuations from the Spit in the case of a tsunami or other natural disaster without putting officers in harms way.

**Plans & Progress:** City Council approved a capital budget request of \$20,000 for the design of the Ramp 1 through 5 camera system in the 2022/2023 budget and a cost estimate obtained. An FY25 mid-biennium budget adjustment made an additional \$25,000 available to install camera poles in-house. The final phase is to intall the camera equipment to the poles.

**Total Project Cost:** \$364,000

System Design: \$5,728 (completed)

Poles and electrical service: \$25,000 (completed)

Equipment Purchase and Installation: \$353,272

**Schedule:** 2025-2026

**Priority Level:** 1

**Schedule:** 2025-2027

**Priority Level:** 1



Security cameras, pictured here, center, allow harbor officers to gain situational awareness before responding to an event, to verify details of recorded events and monitor progress of evacuations or check on inundation during tsunami events.

Funding Secured	Prior to July '23	FY24/25
Camera System Design		
Port Reserves	\$5,728	
Pole Installation		
Port Reserves		\$25,000



## Homer Spit ~~Mariner~~ Park Campground Renovations

**Project Description and Benefit:** The Mariner Park ~~and Fishing Hole~~ campground is situated at the base of the Homer Spit. Its waterfront location and close proximity to recreational activities and visitor support services make the campground very popular with both Alaskans and out-of-state visitors. It is heavily used in the summer and shoulder seasons.

The campground is pot holed and poor drainage pools rainwater. Sites are poorly marked and without tent pads. Several lack picnic tables and fire rings.

The concept of this renovation project is to greatly improve the camping experience, make it easier to maintain the campgrounds to a higher standard of cleanliness and safety and keep them attractive and competitive. Renovations possibilities include installing hand wash stations, grading campgrounds, delineating and labeling campsites, developing tent pads in tent camping areas and installing picnic tables and fire rings at sites that currently lack these basic amenities.

Visitors have a choice of where to stay on the Kenai Peninsula. We anticipate these upgrades will attract new visitors and motivate existing visitors to extend their stays or come back. Summer and shoulder season visitors contribute significantly to Homer's overall economy through their patronage of local businesses throughout their stay.

**Plans and Progress:** This project is in the conceptual design phase and is presently being developed by Port and Harbor staff in collaboration with the Park, Art, Recreation and Culture Advisory Commission.

**Total Project Cost:** \$50,000

**Schedule:** 2027-2028

**Priority Level:** 3

Funding Secured	Prior to July '23	FY24/25
Picnic Tables & Campground Items		
Port & Harbor Reserves		\$18,000



Mariner Campground at the base of the Homer Spit.



## Ice Plant Upgrade

**Project Description & Benefit:** The ice plant at the Fish Dock is a critical component of the overall Port and Harbor enterprise, providing more than 3,500 tons of flake ice each year to preserve the quality of more than 20 million pounds of salmon, halibut, sablefish, and pacific cod landed at the Port of Homer.

Although the Ice Plant has been maintained very well since being built in 1983, efficiencies may be gained by upgrading certain key components of the plant with current technologies, which may include replacing the refrigeration compressors, integrating natural gas into the process, and/or upgrading the control systems to increase the plant's efficiency and reduce operating costs.

**Plans & Progress:** This project is proceeding in a three-phase approach. Phase 1 consisted of contracting with Coffman Engineering from Anchorage to assess Homer's Ice Plant and provide a list of options for upgrading the facility to optimize energy savings, plant maintenance, equipment longevity and return on investment. The study also considered the possibility of creating a year-round cold storage refrigeration system as an upgrade to the original plan. Two recommendations from the study to optimize energy savings comprise Phase 2 and Phase 3 of the project: upgrading the evaporator fans and condensers with variable frequency drives.

**Total Project Cost:**

Phase 1: \$40,000 (Design and engineering study)

Phase 2: Evaporator fan upgrades estimate forthcoming.

Phase 3: Condenser upgrades estimate forthcoming.

**Schedule:**

2019-2020: Phase 1 study completed

2021: Design and engineering for upgrades

2026: Phase 2

**Priority:** 3



Four of the Ice Plant's aging compressors are shown here.

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## Large Vessel Sling Lift, Phase 1

**Project Description & Benefit:** During the investigation conducted in 2014 by the Large Vessel Haulout Task Force, the Task Force quickly recognized a need to provide haulout services to all vessels that moor in the harbor. As a first step in filling this need, the Port & Harbor developed an airbag haul-out system on available tidelands within the harbor. This system has proved successful.

However, the system works only for part of the fleet: large, flat-bottomed, shallow draft vessels. Much of the fleet in the harbor is not able to use this system because of the vessel's deep draft hull configuration.. A lift in a local commercial yard is being expanded to accommodate vessels up to 150 tons, which will accommodate most limit seiners and many of our larger boats. Homer will still lack haulout services for deep draft vessels larger than 150 tons.

A sling lift has been proposed as a possible haulout solution for vessels that are not currently being served in Homer. The lift, coupled with an on-site repair yard would provide these vessel owners the option to perform their annually required maintenance and repairs locally without having to travel away. Haul outs ease the burden of travel for the vessel owners during the winter season and, as an added bonus, generate business to help sustain local marine trades.

Key to the success of the project is to select a location that has space for an on-site repair yard, and to select a sustainable owner-operator model. Possible locations are the old chip pad or in the new large vessel harbor; owner-operator scenarios include privately owned and operated with a lease to the Enterprise, a public private partnership, or alternatively, municipally owned and operated by the City using Enterprise employees.

**Plans & Progress:** Project development will have two phases. The first phase will be a comprehensive study about how to best build and operate this new service at the Port of Homer. It will consider location and include engineering and design options and a cost-benefit analysis. The study will also research options for operating this new service, providing an analysis of various ownership and operating models. It will also work on completing regulatory requirements such as a Stormwater Pollution Prevention Plan (SWPPP) with the Alaska Department of Environmental Conservation.

Phase 2 will be construction of the support infrastructure after considering the results of the phase one study and acquisition of the sling lift.

**Total Project Cost:** \$65,000 (Phase 1)

**Schedule:** 2098

**Priority Level:** 3



An example of a sling lift and adjacent repair yard area.



## Steel Grid Repair/Replacement

**Project Description and Benefit:** The Steel Grid is a series of benches (steel beams) laid out on intertidal land that can support a boat for hull repairs during low tides. Vessels float over the grid at high tide and then set down on the grid as the tide recedes. Vessel owners are able to do minor repairs and inspections to their vessels hulls while “dry” on the grid and refloat with the incoming tide.

The Steel Grid is one of two tidal grids that the Port and Harbor operates. Because of Kachemak Bay’s large tidal exchange, Homer’s tidal grids are a useful and inexpensive way for vessel owners to maintain their vessels’ hulls.

Homer’s Steel Grid was originally built 43 years ago and accommodates vessels from 60 feet to 120 feet with a 200 ton limit. The grid was originally rated for vessels up to 400 tons but was downgraded to 200 ton max limit as it aged due to the condition of the supporting piles and benches. Maintenance and repairs of bents and fenders kept this grid patched up and going for a good long while, but the steel grid was decommissioned in spring of 2024 after an in-house inspection revealed holes in the supporting structure. Replacement or repair options will be discussed after a engineer’s condition evaluation in Phase 1.

**Plans & Progress:** This project consists of three phases. The first phase is an engineer’s inspection and condition report followed by engineering, design and permitting work to be followed by construction.

**Total Project Cost:**

Phase 1: Engineer’s Condition Evaluation: \$30,000

Phase 2: Engineering, Design, Permitting and Cost Estimate: TBD

Phase 3: Construction: TBD

**Schedule:** 2026

**Priority Level:** 1



A marine vessel utilizing Homer Harbor’s steel grid for repairs.

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## Wood Grid Replacement

**Project Description & Benefit:** The Wood Grid is a series of benches (in this case wooden beams) laid out on intertidal land that can support a boat for hull repairs during low tides. Vessels float over the grid at high tide and then set down on the grid as the tide recedes. Vessel owners are able to do minor repairs and inspections to their vessels hulls while “dry” on the grid and refloat with the incoming tide.

The Wood Grid is one of two tidal grids that the Port and Harbor operates. Because of our large tidal exchange in Kachemak Bay, Homer’s tidal grids are likely one of the most useful vessel grid systems in the world. They utilize the tides to our advantage to provide an inexpensive way for vessel owners to maintain their vessels’ hulls.

Homer’s Wood Grid was originally built 50 years ago and accommodates vessels up to 59 feet with a 50-ton limit. Other than the walkway replacement that occurred in 2001, the wood grid has seen very little attention in terms of upgrades since.

Three particular issues would likely be addressed in an upgrade. Gravel has migrated downhill and filled in between the benches, making it increasingly difficult for people to actually get under the vessels on the grid to perform repairs. A second issue is with the Wood Grid’s retaining walls. Due to age, the upper wall is no longer retaining infill from the bank above and the lower submerged wall has degraded to the point that staff are not able to repair it. Another concern is that the benches and the buried pile that support them have deteriorated to the point that staff is unable to repair them. At a minimum the piles and benches will need to be replaced.

**Plans & Progress:** This project would consist of two phases. The first phase is preliminary engineering and design to ascertain the scope and cost of the improvement, including what permitting is required. The second phase would be construction.

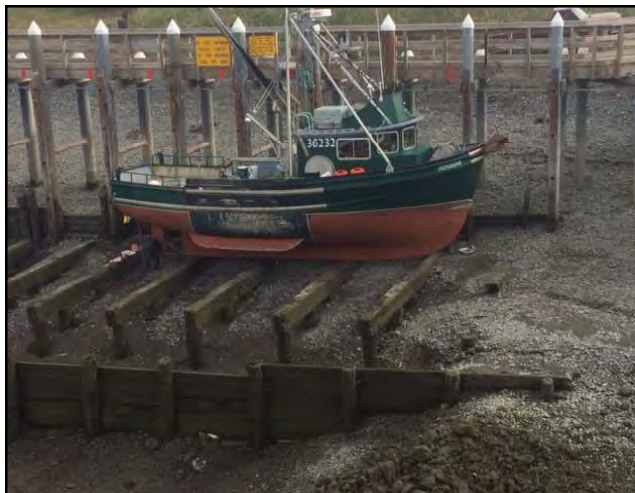
**Total Project Cost:**

Phase 1: Engineering and design: \$30,000

Phase 2: Construction: to be determined in Phase 1.

**Schedule:** Phase I: 2026

**Priority Level:** 2



The Wood Grid in Homer’s Port and Harbor was originally built 40 years ago and accommodates vessels up to 59 feet with a 50 ton limit. Other than replacing the walkway in 2001, the wood grid has seen very little in terms of upgrades since.



## Public Safety

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- **Fire Department Fleet Management .....31**

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## Fire Hall Expansion, Phase 1

**Project Description & Benefit:** In 2014, in response to aging and crowded conditions, the City assessed Homer's emergency services space needs. Initial plans to correct building and space inadequacies called for co-locating the Police and Fire stations within a new Public Safety facility. However, ultimately, the decision was made to build a stand-alone Police Station and defer expansion plans for the Fire Department.

In the interim, the City addressed much needed deferred maintenance at the Fire Hall, which included conversion to natural gas, improved air handling, fixing floor drainage issues in Bays 2 and 3, and general refurbishing of wall and floor finishes and kitchen cabinets, but nothing was done to address inadequate facility space or increased demands on service requirements.

The current fire station was built in the early 1980's. It has five bays to hold four fire trucks and two ambulances. Vehicles are double-stacked in the bays with barely enough room for a person to move between the trucks, much less accommodate new, modern fire apparatus, which are longer and wider than the vehicles the bays were originally designed for. Storage, training, parking and apron space are also very limited. Expansion is required to meet minimum space requirements for firefighting apparatus, provide an adequate number of offices and bunk rooms and sufficient storage, parking and drill training spaces.

This project resumes the planning/conceptual design process for a new fire station facility that will adequately meet the community's current need for well-prepared, safe, and timely emergency response. It (1) updates the needs assessment to reflect current departmental conditions and needs for a stand-alone Fire Station facility; (2) conducts site feasibility analysis, including the potential to incorporate the former Police Station property into a design at the current site, either through expansion or rebuilding; and (3) conceptual designs and cost estimates.

**Plans & Progress:** This project can progress in phases. Phase 1 is pre-development and design work.

**Total Project Cost:** \$22,000,000

Phase 1, Design: \$ 1,500,000

Construction: \$20,500,000



Two examples illustrating the department's need for additional space: parking area in the equipment bay does not meet minimum space requirements for firefighting apparatus and insufficient storage capacity.



## Fire Department Fleet Management

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**Project Description & Benefit:** To meet the community's fire protection needs and Insurance Services Office (ISO) requirements, Homer requires two Tankers for off-hydrant operations, two front-line Fire Engines and one Reserve Fire Engine. National Fire Protection Agency codes recommend maintaining apparatus with the latest safety features and operating capabilities to maximize firefighting capabilities while minimizing the risk of injuries. Apparatus in first-line service should not be more than 15 years old; apparatus should then be used in a reserve status for an additional ten years and decommissioned once it is 25-years old.

While the City has made great strides to update its aged fleet of aged-out apparatus and specialized vehicles, Homer Volunteer Fire Department (HVFD) **lacks two pieces of equipment critical to safe and effective wildland urban interface fire response in the wildland urban interface. The two priority pieces of equipment are a Type-3 WUI pumper and a Type-6 Brush / Attack unit. In 2022, after 33 years of service, HVFD's single front-line wildland firefighting apparatus (a 1990 Ford F-350 Crew Cab Pickup with a forestry firefighting slip-in unit) was decommissioned.**

HVFD presently utilizes a Type-1 structural-only Engine-4 to respond to WUI calls. It is a 42-year old, open cab pumper truck housed on the bluff in HVFD's remote response station. It is not designed for wildland applications and has severe limitations in our WUI coverage area, but we have no other choice. It is too large and heavy to safely negotiate the steep slopes and narrow unimproved roads in the Homer's WUI and mutual aid WUI response areas on the lower Kenai Peninsula. In many cases it cannot get close enough to a residence to initiate fire attack. Its age presents significant safety concerns for responders, including that it is capable of seating only two firefighters in the cab, as we cannot allow firefighters to sit in the open jump seat riding positions.

This purpose of the request is to address an urgent need to acquire frontline WUI firefighting apparatus to reduce safety risks to responding personnel and volunteers, improve operational outcomes for our community members, and to better protect against property and critical infrastructure losses. This capability gap was identified in an internal risk assessment and is cited in Homer's All Hazards Mitigation Plan and the Kenai Peninsula Borough Community Wildfire Prevention Plan of 2022

It also reflects the Department's comprehensive approach to wildfire protection, as the Type-3 unit provides robust pumping capacity and crew transport for wildland and structural protection, while the more agile Type-6 unit enables rapid initial attack on remote WUI fires, with both apparatus complementing each other in mutual aid responses and allowing our department to deploy the right resources based on incident complexity, terrain challenges, and staffing availability. These complementary apparatus enable a tiered response system where the Type-6 serves as a rapid scout and initial attack vehicle, while the Type-3 follows with additional water, equipment, and personnel when for escalating incidents or direct structure protection. The combination also allows us to effectively cover multiple incidents simultaneously during high-activity periods.

**Plans and Progress:** HVFD developed a fleet replacement plan that places apparatus on standard replacement cycles consistent with NFPA requirements and community needs. A used ladder truck was purchased in 2023; a quick attack brush truck and replacing Engine 4 are the next two highest priorities.

**Total Project Cost:** \$1,221,412

Type-3 WUI Pumper Unit: \$ 756,593

Quick Attack/Brush Truck: \$ 584,347

**FY27 Federal Request:** \$1,163,250

**City of Homer Match:** \$ 58,162

**Priority Level:** 1



HVFD's Brush-1 was a NPFA non-compliant, converted 1990 Ford truck which was decommissioned after it aged out of its functional life span by 17 years.



## Public Works Projects

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## Baycrest Overlook Public Restroom Rebuild

**Project Description and Benefit:** Baycrest Overlook is a State-owned scenic rest stop on the south side of the Sterling Highway at the crest of a hill offering vistas of Homer, the Homer Spit, Kachemak Bay and lower Cook Inlet. In addition to views, the pull out features parking, trash receptacles, visitor information and restrooms. It is a popular stop for many visitors to Homer

The facility was built by the State of Alaska in 1997. It is owned by the State of Alaska, and managed by the City of Homer as a park through mutual agreement. Prior to construction, the City of Homer requested that the State include a public restroom. As part of a formal agreement between the state of Alaska and the City of Homer to secure a restroom facility on site, the State agreed to build the restroom and the City is responsible for its maintenance, cleaning, repairs, and replacement when the time comes.

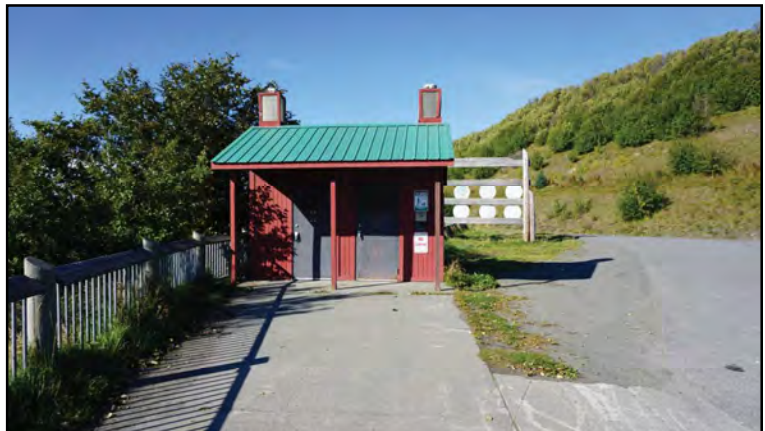
At nearly thirty years old, the facility has exceeded it's useful life. The building portion of the restroom is failing and needs to be replaced.

**Plans & Progress:** This project will demolish the above ground portion of the building, leaving the below ground concrete pit portion of the pit toilet in place and build a new restroom building over the existing pit toilet.

**Total Project Cost:** \$300,000

**Schedule:** 2027

**Priority Level:** 3



The public restroom building at the Sterling Highway Baycrest Overlook is structurally compromised and needs to be replaced.



FY 2027 - DRAFT Document



## Comprehensive Drainage Management Plan

**Project Description and Benefit:** Homer’s Drainage Management Plan, developed in the early 1980s, includes design criteria and methods for a standardized approach to the construction of drainage facilities based on basin runoff flows. The Plan recommended the use of “natural drainage ways and pre-existing man-made drainage ditches as the most cost-effective way to develop the complete drainage system.”

Currently, the City maintains only three miles of storm sewer and associated catch basins that outflow into Kachemak Bay. Otherwise, Homer’s stormwater is largely channeled and drained through an open ditch system. Homer’s Design Criteria Manual for subdivisions does not currently address on-site stormwater management, with individual developers addressing stormwater on large parcel developments on a case-by-case basis.

Conditions have changed since the early 1980s. Development in Homer has greatly expanded, and with it the size and demand on Homer’s drainage system. Stormwater management strategies and tools have also advanced considerably since Homer’s plan was developed. They now include a wide variety of gray and green infrastructure technologies, low impact development and behavioral practices, as well as innovative policy strategies (such as drainage districts) that, together, can improve the quality and reduce the velocity and quantity of runoff discharging onto downstream properties or directly to receiving waters.

This project develops a comprehensive regulatory, administrative and operational framework to guide Drainage Management in Homer with the goals of protecting our environment; reducing flooding to protect people and property; reducing demand on public stormwater drainage systems and supporting healthy watersheds. It will:

- Consider and recommend storm water management systems and best management practices including specifications for collection, storage, conveyance and treatment structures;
- Where practical, it will incorporate low impact development and green infrastructure management practices to treat or reduce storm water discharges and urban non-point source runoff to area streams and the critical wildlife habitat of Kachemak Bay;
- Include public input in policy development to better manage runoff and protect downstream properties from the impacts of runoff, pollution prevention and property development best practices.

**Plans & Progress:** Public works staff are defining drainage basins and completing steps as they are able, but the plan would be for consultants to assist with developing the City-wide plan.

**Total Project Cost:** \$300,000



Goals of the Drainage Management Plan would be protecting the environment; reducing flooding; reducing demand on public stormwater drainage systems; and supporting healthy watersheds. (Photo courtesy of Wisconsin Department of Natural Resources.)



## Engineering Study for Homer Public Library Remodel

**Project Description and Benefit:** Homer Public Library has expanded steadily in line with population growth in the area, from a 600 square foot cabin in the 1950s to a 3,500 square foot building in the 1980s to the current 17,000 square foot facility, which opened in 2006. In the 2018 Homer Comprehensive Plan, staff noted that the new building was projected to meet the community's needs for 20 years, and those projections have proven reasonably accurate. As of 2025, the building has not yet exceeded capacity, but the area population is growing, as is public use of the library.

Staff have identified several needs, based on operational impact and competition among patrons for limited resources. Operationally, the library needs increased storage space and office/workspace. Based on use, public use spaces to be considered in the remodel include:

- A larger meeting room. The current meeting room is 19' x 15'6". The multipurpose space should be at least twice as large. This was identified as a long-term priority in the Library's 2019 Strategic Plan.
- A dedicated teen room
- An outdoor covered space, suitable for public programs even in marginal weather. The Friends of Homer Library and some community members have discussed this in conjunction with improvements to the western lot, but it was not considered a high priority for that project. Accessibility improvements, such as signage and bathrooms that are easier to use.

**Plans & Progress:** Staff has identified specific needs, and some high priority components of the remodel have been prioritized in the Library's 2019 strategic plan, but no design work or planning has been done. Funding is requested for an engineering study to conduct a needs assessment and provide a detailed space analysis, cost estimate, concept design options and, public outreach. The study will provide the basis for determining feasibility of various projects, which could be combined or treated separately.

### Total Project Cost:

Engineering Study: \$75,000  
Construction: TBD

**Schedule:** 2027

**Priority Level:** 3



Library usage has increased substantially over the past seventeen years, and with it, the need to remodel to expand both public use and operational spaces within the building.

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City of Homer Capital Improvement Plan • 2026-2031  
**This project is being returned to the CIP. It is likely this project will not be fully constructed with the FY22-25 TAP award due to cost escalation between estimating and project award by Alaska DOT**  
**Homer All Ages & Abilities Pathway**  
 escalation between estimating and project award by Alaska DOT

**Project Description and Benefit:** This project completes critical sidewalk gaps in Homer's pedestrian network, connecting neighborhoods, Coast Guard housing, and the Senior Center to essential services, businesses, and schools. The project provides safe, year-round access to major destinations including the Public Library, markets, pharmacy, Post Office, banks, recreation areas, hospital, and the medical district. Wayfinding signs and online tools will help residents and visitors navigate the routes, increasing tourism access and economic benefits to the Central Business District.

The Homer All Ages and Abilities Pathway, or HAAP, shown below, consists of two interconnected loops. The north loop connects the Senior Center on Svedlund Street south to Pioneer Avenue, then west to Main Street via Herndon and Lee Streets. The south loop intersects at Svedlund and Pioneer Avenue, continues on City-maintained Poopdeck Trail to Hazel Avenue, then south to the Sterling Highway and connects to existing trail from the Visitor Center through Old Town, returning north on Main Street to Lee Street.

Much of the route is already constructed. This project will complete and connect the two loops by constructing sidewalk on Svedlund Street from Pioneer Avenue to the Senior Center, from Herndon Street to Lee Drive to Main Street, and on the State-owned portion of Main Street from Sterling Highway to Ohlson Lane. Enhanced crosswalks with safety features like Rectangular Rapid Flashing Beacons and high-visibility markings are planned for Pioneer Avenue and Sterling Highway crossings. Right of way is secured on the City-owned sections of the sidewalk to be constructed and an environmental checklist shows no concerns.

**Plans & Progress:** The City's investment of \$1.4M in 2024-2025 to construct Main Street sidewalk from Pioneer Avenue to Fairview completed one major missing portion of the HAAP. Private sector support has included sidewalk construction by the Aspen Hotel in 2019, connecting the Sterling Highway to the Island and Ocean Visitor Center's public trails.

The City completed design for the Svedlund/Herndon sidewalk segments and applied for and was awarded \$3.48M from the Alaska Department of Transportation's (ADOT) FY22-25 Transportation Alternatives Program to complete design and construction. **The City is negotiating a Memorandum of Agreement with the State to commit matching funds. Because project costs have escalated since the original cost estimate, a reduced project scope is likely with priority given to Main Street South and Svedlund Street. The project will proceed in phases according to the availability of future TAP funds and/or City or Homer funds.**

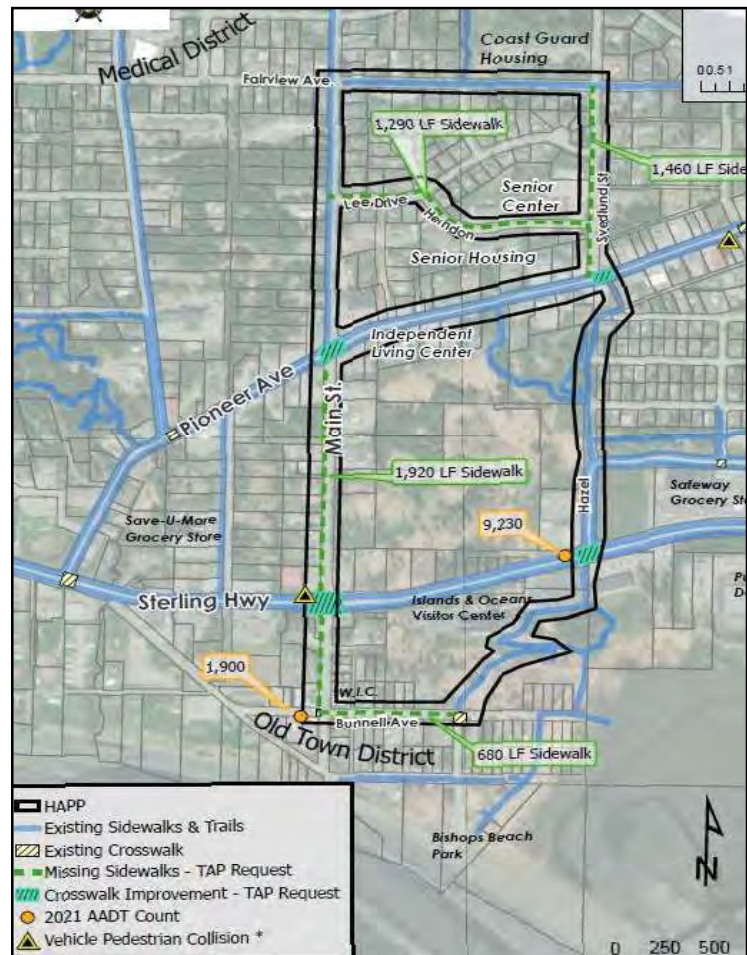
<b>Total Project Cost:</b>	\$ TBD
Predevelopment:	\$ 775,000
Construction:	\$ 3,100,000
FY22-25 TAP award	\$ 3,486,787
City match:	\$ 388,713

**Schedule:** 2025-2028

**Priority Level:** 1

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Contact Mayor Rachel Lord or Melissa Jac



HAAP completes important sidewalk connections and installs high visibility crosswalks to improve non-motorized transportation safety.



## Heath Street Rehabilitation

**Project Description & Benefit:** This project rehabilitates Heath Street, a collector street in Homer that runs north-south from Pioneer Avenue to the Sterling Highway. Heath Street provides critical access for Homer's public safety responders: Homer Volunteer Fire Department at the top of Heath Street on Pioneer Avenue, Homer Police Department further south on Heath Street and Homer Public Works Department at the bottom of Heath Street on the Sterling Highway. Other major destinations on Heath Street include a US Post Office, the University of Alaska's Kenai Peninsula College, a 55,000 square foot commercial building, financial institutions and the Homer Public Library.

Heath Street is a paved road that is showing signs of failing. The vehicle wheel tracks are depressed, almost like ruts in the asphalt. Public Works believe this is being caused by a failing storm drain system and inadequate drainage that is allowing water to infiltrate the road bed causing soft spots. The condition is getting worse with each freeze-thaw cycle.

Rehabilitation work should include improvements to the curb, gutter and sidewalk, including proper curb cuts to make the sidewalk and street crossings accessible. A flashing beacon, signaled crosswalk is proposed at Hazel Street.

**Plans & Progress:** The City has completed a storm drain condition survey and final design.

**Estimated Project Cost:** \$1,235,000

**Schedule:** 2027

**Priority Level:** 2

Funding Secured	Prior to July '23	FY24/25
Storm Drain Condition Survey & Design	\$ 30,136.55	-



Photo showing the beginning of soft spots mid-way down Heath Street.

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## HERC Hazardous Material Cleanup and Revitalization Plan

**Project Description and Benefit:** This project initiates cleanup on a 4.3-acre Brownfield site located in the heart of Homer’s commercial district at the corner of the Sterling Highway and Pioneer Avenue. The project will help create an economically viable reuse plan that will contribute to Homer’s overall quality of life and the economic development of Homer’s central business district.

The Homer Education and Recreation Complex, or HERC property, houses two former school buildings (built in 1956) that were originally owned by the Kenai Peninsula Borough but were conveyed to City of Homer ownership in 2000 to allow public use of the gym, offices, classrooms and associated restrooms. Over the years a variety of structural and feasibility analyses have been performed at the HERC (a) when the building was called upon to house a new activity, and (b) to assist the City and community in understanding how to more fully and cost effectively utilize the building. However, contamination in the two buildings (asbestos, PCBs, mercury and lead-containing materials) requiring controlled removal and disposal has thwarted all efforts. The buildings are in a state of disrepair; the smaller structure the City views as unusable due to potential structural instability. It is only a matter of a years before the larger building can no longer be utilized for recreational programs and for City staff offices, equipment storage and maintenance shop space.

**Plans & Progress:** In spring 2023, the City contracted with Hazardous Building Materials Consulting, LLC to carry out a limited Hazardous Materials Assessment of HERC 1 (the larger of the two buildings) and a comprehensive assessment of HERC 2 (the smaller of the two buildings) at an investment of \$58,349. The results reveal that both buildings contain hazardous materials, as expected due to their age and the prevailing construction materials utilized in the 1950s. Examples include lead paint, asbestos, and materials like paint and varnish that harbor PCBs. These test results hold significant implications for these buildings’ demolition (or renovation).

The project will progress in phases; the first is procuring professional services to make a cleanup plan followed by property cleanup activities. In FY25, the Alaska Department of Environmental Conservation will be providing Brownfields Assessment and Cleanup services including additional hazardous materials testing and an Analysis of Brownfields Cleanup Alternatives (ABCA) that summarizes information about the site, cleanup standards, applicable laws, cleanup options and alternatives considered. A clean up plan will be adopted, followed by revitalization planning.

**Project Cost:** Project clean up cost to be determined after the ABCA report.

**Schedule:** 2025-2027

**Priority Level:** 1



One of the two buildings on the HERC site containing hazardous materials.

Funding Secured	Prior to July '23	FY24/25
HERC 2 Clean Up		
General Fund CARMA	\$153,000	



## Homer Airport Terminal Improvements

FY 2027 - DRAFT Document

**Project Description and Benefit:** The Homer Airport Terminal, built in 1994, suffers from obsolescence and deferred maintenance of its major systems such as the antiquated fire system, obsolete air handling system and failing exterior doors. While the interior lobby space offers an attractive welcome, some of the public features do not comply with the ADA, including the restrooms. The exterior is showing its age – peeling paint has allowed the weather to penetrate the building’s protective siding. Recent efforts to work with a painting contractor has revealed that the siding is no longer paintable or maintainable.

This project will complete repairs and renovations needed for ADA-compliance, energy efficiency, security and resilience. Improvements will benefit the Homer Airport, a regional Airport that provides access to the intrastate air transportation system for all of the Southern Kenai Peninsula and Kachemak Bay region and supports light plane service to several small communities on the south shore of Kachemak Bay which otherwise are only accessed by boat. Aviation plays a critical role in the everyday life of rural Alaska towns; our economy, citizens, businesses, industries, and government agencies depend on aviation, often as a primary mode of transportation for travel, medical services, shipment of goods, and tourism. At times when highways are shut down, the airport facility is a lifeline. Addition of an emergency backup power generator will keep the terminal operational in times of emergency and power outages.

The project also benefits visitors. The City has developed a cohesive, City-wide plan for consistent and attractive wayfinding. Directional and informational signs at Homer’s gateways are the highest priority in Homer’s Wayfinding Plan; implementing wayfinding designed for the Airport Terminal helps people get where they want to go and improves the visitor experience.

The AK Department of Transportation and Public Facilities owns the airport and leases space upon which the Homer Airport Terminal sits to the City of Homer. The City is responsible for building maintenance, repair and renovations. The Terminal is a joint use passenger/cargo terminal comprised of a 8,673 SF, single-story building, including 1,200 SF of cargo terminal. The functional areas in the building include departure lounge/security, lobby/waiting area, airline space, baggage claim/bag car unloading, concessions, circulation, and administration/mechanical.

**Plans & Progress:** The City’s FY24-25 capital budget allocated funds to complete two high priority projects for customer safety and accessibility: constructing an ADA family restroom in the terminal and replacing the sidewalk in front of the terminal. These projects were completed in 2024.

**Total Project Cost:** \$1,632,156

Interior Renovations \$378,000

New ADA family restroom (\$ 54,400 completed)

Current restroom ADA renovation

Fire/Life Safety Systems \$189,156

Replace HVAC and fire alarm systems

Replace automatic entry doors for security/energy efficiency

Exterior Renovations \$1,000,000

Replace front entry sidewalk (\$249,961 complete)

Provide ADA-compliant parking and access

Replace exterior siding

Install wayfinding signage/kiosk

Resilience Measures: \$95,000

Portable backup generator for emergency power

**Schedule:** 2028

**Priority Level:** 2



Homer Airport Terminal Cargo entrance

Funding Secured	Prior to July '23	FY24/25
ADA Restroom		-
COH Design Gen CARMA	\$ 4,400	
COH Construct Gen CARMA	-	\$ 50,000
Replace front entry sidewalk	-	
COH Capital Budget		\$ 151,246
FY22 Community Assistance		\$ 98,715



## Homer Public Library Siding Replacement

**Project Description and Benefit:** The Homer Public Library building opened in September 2006. The concrete siding was relatively new technology at the time, and while it has lasted 17 years, it is now cracked and falling off the building. The City's Building Maintenance division has worked hard to patch and replace missing pieces, but the worsening problem is both an eyesore and a potential path for moisture to enter the building.

The siding covers all four sides of the building, but the damage is worst on the south side, where the wall curves outward and the siding is under tension.

**Plans & Progress:** Building Maintenance has contacted several vendors for cost estimates and are still awaiting response. The costs below are a best guess, based on experience and the area of the building's façade. Professionals could fully replace the siding in a week or two, weather permitting. If funding and a contract is secured, the project could be done in summer 2024 to protect the facility from water infiltration and damage.

**Total Project Cost:** \$500,000

**Schedule:** 2026

**Priority Level:** 1



Examples of damaged and broken siding on the library's south-facing wall (at left) and above the library's back door (at top).

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## Homer Waste Water Treatment Plant Improvements

**Project Description and Benefit:** The two clarifier tanks at the Waste Water Treatment Plant (WWTP) each contain about 94,000 gallons of waste water and operate clarifying equipment to remove solids from the waste stream in order to meet permit regulations and protect the clean waters of Kachemak Bay. The clarifiers and all associated equipment were originally installed in 1990 and are subject to corrosion.

Despite regular maintenance, in 2022 a clarifying belt unit failed in one of the tanks. In an emergency fix, the maintenance crew noted excessive wear on the rollers, links and support pin for the flights of belts in both tanks, prompting an emergency replacement.

This project seeks to protect the treatment units and mitigate corrosion in the future by removing the existing coating in the clarifiers and digesters in the WWTP and applying a new coating consistent with industry standards as corrosion protection for the concrete tanks and vats. It also improves reliability by replacing other electrical controls at the Waste Water Treatment plant exposed to corrosion showing excessive wear. It also rebuilds the electrical components of the effluent box at the sewage lagoon.

**Plans & Progress:** The Project is listed on the Alaska Department of Environmental Conservation's FY24 Intended Use Plan for State Revolving Loan funds. One component of the improvements, the WWTP generator transfer switch was replaced in 2024 for \$38,000.

<b>Total Project Cost:</b>	\$1,903,000
Clarifier Coating Replacement	\$1,200,000
Digester Coating Replacement	\$ 600,000
Electrical Component Replacements	\$ 103,000

**Schedule:** 2027-28

**Priority Level:** 2



Digester tanks (above) and Clarifier tank (below) at Homer's Waste Water Treatment Plant.





## Parking Lot Drainage Solutions for Homer Public Library

**Project Description and Benefit:** The public parking lot for the Homer Public Library slopes down to the south, which channels rain and meltwater towards the accessible parking spaces near the building entrance. In accordance with ADA regulations regarding wheelchair access, the parking spaces themselves have a 1% westward gradient, which is sufficient to drain water in the summertime. During winter and spring, the gutters fill with ice and grit and trap pools of standing water, which then freeze overnight and create a slip hazard.

The ice has been a recurring issue since the building opened in 2006. Staff have considered relocating the accessible spaces, but that would put them farther from the building entrance and would still leave the hazard for other patrons.

**Plans & Progress:** Public Works personnel addressed the issue in July 2023 by creating a drainage channel through the parking lot curb and clearing out obstructions from the drainage ditches. Also, snow removal operations were modified so that plowed berms allowed a gap for drainage. Parks and library staff monitored the drainage through the spring of 2024 and determined that the situation had improved, but the problem remained.

Possible solutions include installing a stormwater catch basin and stormwater piping to convey water to the stormwater collection piping on the property or the piping along Hazel Avenue. Another possible solution is to regrade part of the parking lot to redirect stormwater away from the ADA parking spots and into the below ground stormwater catch basin under the parking lot.

**Total Project Cost:** \$330,000

Design/Engineering: \$ 30,000

Construction \$300,000

**Schedule:** 2026

**Priority Level:** 1



Poor drainage across Homer Public Library's sloped parking lot, especially during winter and spring freeze thaw cycles, creates hazardous walking conditions.



## Water Storage/Distribution Improvements, Phase 3

**Project Description & Benefit:** This project replaces aging water storage/distribution system components and makes other system improvements to increase water storage capabilities and drinking water quality, improve water system distribution and water transmission effectiveness and safeguard public health. A dependable water system ensures public safety and contributes to Homer's growth and economic vitality.

The project also builds drinking water resilience. The storage tank on the water supply system's west trunk will alleviate a drinking water storage deficiency. Current storage capacity gives Homer only a two-day supply of stored drinking water, creating vulnerability to critical water shortages. A 500-foot trunk line from the new tank will provide domestic water and firefighting capabilities to an unserved area in the city, and the pressure-reducing vault on this line will add system resiliency. The pressure-reducing vault will interconnect the two lines, allowing either trunk to distribute water to the other in the event one is damaged or out-of-service.

First identified during the formation of the 2006-2025 Homer Water & Sewer Master Plan, these critical infrastructure improvements have been designed and partially completed:

- Phase 1: was completed in 2016. 2,600 linear feet of 10" and 12" water distribution main was installed across Shellfish Avenue and a new pressure reducing vault (PRV) was constructed to provide water supply to a new tank site; 4,500 linear feet of 12" water main was extended on Kachemak Drive, both connecting isolated sections of town and eliminating dead end mains. The City removed an old redwood tank and purchased property on which the new tank will be constructed.
- Phase 2: consists of installing water transmission main in support of a future new water storage tank, rehabilitation of the existing A-Frame existing storage tank, and demolition of the A-Frame pressure reducing vault (PRV).
- Phase 3: consists of the construction of a new 0.75 million gallon water storage tank on the east side and a 0.25 million gallon tank on the west side to provide increased capacity for domestic use and fire flow.

**Plans & Progress:** Project design was completed in 2014 utilizing \$485,000 in Special Appropriation project grant funds from the Environmental Protection Agency and \$399,214 (45%) in matching funds from the City. Phase 1 construction was completed in 2016 utilizing \$1,980,254 in FY16 State of Alaska Municipal Matching Grant program funds, \$848,680 City of Homer funds and benefitted property owner's assessments. Phase 2 construction work was completed in 2022 using ADEC grant monies and water reserve funds using State of Alaska Municipal Matching Grant program funds and City of Homer water reserve account funds.

Phase 3 construction can be completed after phase 2 is finished and funding has been identified.

**Total Project Cost:** \$10,438,214

2014 (Design, Completed): \$884,214

2016 Phase 1 Construction(Funded, Completed): \$1,980,000

2026-2027 Phase 2 Construction (Funded, Completed): \$1,600,000

2028 Phase 3 Construction: \$5,974,000

**Priority Level:** 2

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## Water Treatment Plant Drying Beds

**Project Description and Benefit:** This project replaces the one-time-use Drying Beds associated with the Drinking Water Treatment Plant. The residue (fine silts, clays, and other particulate) filtered out of the water entering the Water Treatment plant is discharged into drying beds to dewater the sludge to an acceptable level for disposal at the Borough landfill where material must pass the paint filter test, implying the sludge must be dewatered and not contain any free water

The existing Drying Beds were constructed with a polyethylene liner system for a one-time use . They are nearing their life expectancy, therefore prompting the need for this proposed facility improvement.

**Plans & Progress:** This project will replace the Drying Beds with a concrete pad Drying Bed Surface that will be reusable, thereby providing the City long-term use and financial benefit.

**Total Project Cost:** \$1,400,000

Design: \$ 150,000  
Construction: \$ 1,250,000

**Schedule:** 2027

**Priority Level:** 2



Particulate from the raw water filtration process settles in ponds at the Water Treatment Plant (above) before being removed to dry in beds (below) in preparation for transport to the landfill.





## Wayfinding & Streetscape Plan Implementation

**Project Description and Benefit:** Homer lacks coherent wayfinding for visitors and residents alike to find destinations by vehicle or on foot. The City hired Corvus Design to create a wayfinding plan for the City in 2021, which was adopted in 2022. Recommended improvements include working with the Alaska Department of Transportation (DOT) to revise many Sterling Highway signs, and install themed signage for drivers and pedestrians so they can easily find destinations. The work also included recommendations on benches, trash cans and landscaping which contribute to the small town character of downtown Homer.

**Plans & Progress:** The project will proceed in two phases. The goal of the first phase is to install 26 Pioneer Avenue banners, ten wayfinding signs and ten benches. New Pioneer Avenue banners were installed in 2023. Capital funds for wayfinding signs were approved in the City's FY24 capital budget, with the goal to fabricate and install basic bollard style trail marker signs on both ends of five routes. The City will also work with Alaska Department of Transportation (AK DOT) to update road signage during the Sterling Highway the repaving project (likely in FY25/26) and during other future AK DOT road projects in Homer. Goals of phase two is to install 26 wayfinding signs, two gateway signs and an additional ten benches.

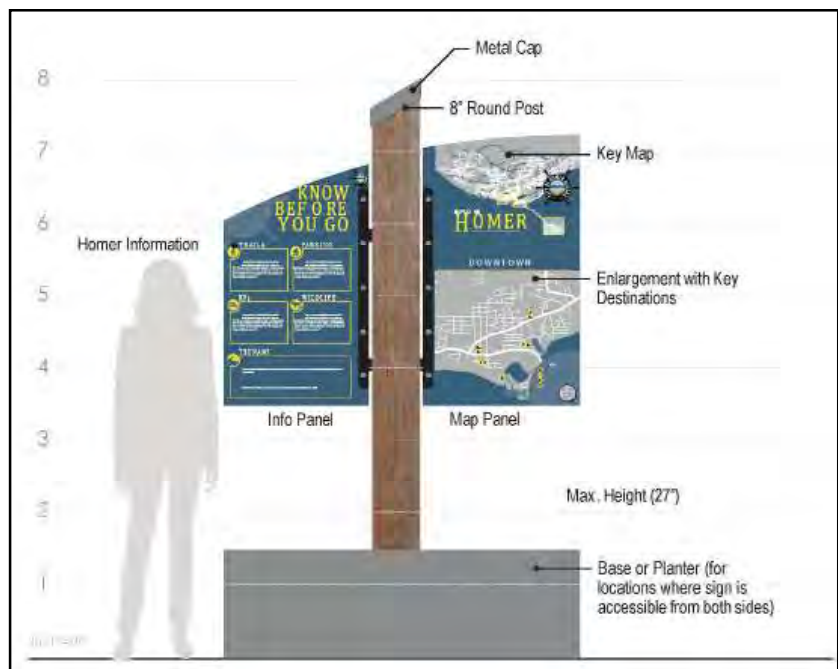
**Total Project Cost:** \$277,500

Phase 1: \$126,500 (\$56,500 secured)  
Phase 2: \$151,000

Funding Secured	Prior to July '23	FY24/25
Pioneer Avenue banners	\$ 6,500	-
Wayfinding trail marker signs		
COH HART Fund	-	\$ 50,000

**Schedule:** Phase 1 2023-2026

**Priority Level:** 1



Schematic design of wayfinding sign.



## State Projects

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The City of Homer supports the following state projects which, if completed, will bring significant benefits to Homer residents.

Transportation projects within City limits:

- **East Hill Road Bike Lane .....46**
- **Kachemak Drive Rehabilitation/Pathway.....47**
- **Main Street Rehabilitation.....48**
- **Sterling Highway Milepost 172:  
Drainage Improvements .....49**
- **Traffic Control at the Corner of Sterling Highway  
and Soundview Avenue .....50**
- **West Hill Road Bike Lane .....51**



## East Hill Road Bike Lane

**Project Description and Benefit:** This project would create a bike lane, in conjunction with an Alaska Department of Transportation project to repave East Hill Road.

East Hill Road is one of Homer's key arterials, connecting scores of residential properties to downtown Homer. There is currently no safe provision for non-motorized traffic; pedestrians and bicyclist must take their lives into their hands by riding on the road.

The project is conceived as one lane for non-motorized traffic on one side of East Hill Road, with separation from the road for safety. Some drainage work within the right-of-way would be required to properly direct storm water runoff to catchment basins and adjacent roadside ditches.

**Plans & Progress:** The need for a non-motorized transportation element on West Hill Road was identified in the 2021 Update to Homer's Non-Motorized Transportation and Trail Plan. This project also aligns with transportation goals articulated in the City's Comprehensive Plan.



FY 2027 - DRAFT Document



## Kachemak Drive Non-Motorized Pathway

**Project Description & Benefit:** This project constructs a separated non-motorized pathway along Kachemak Drive from East End Road to Ocean Drive. Kachemak Drive, a State-owned/operated road in the City of Homer, is a primary east-west transportation corridor. It is a 35-miles per hour, narrow, winding road with essentially no shoulders, only side-slopes and drainage ditches along most of its length.

The road provides access to a state airport with general aviation businesses, light industrial businesses, private residents and connects the Homer Spit to several marine storage and repair businesses, most notably Northern Enterprises, the largest industrial marine storage, repair and boat launch complex on the southern Kenai Peninsula. As a major truck route and commuter route for residents in Kachemak City and other communities further out East End Road, traffic is often heavy, with over 1,500 vehicles daily. Kachemak Drive is also a tsunami evacuation route and is the only alternate route connecting Homer to East End Road should emergencies close the primary west to east Pioneer Avenue route.

Kachemak Drive is also heavily used by pedestrians and cyclists. Bicycle traffic has increased over the years due to the advent of wide-tire winter bicycles and Homer's increasing popularity as a bicycle-friendly town. Recreational and commuter bicyclists and pedestrians use Kachemak Drive to connect to non-motorized paths along the Homer Spit, Ocean Drive, and East End Road. However Kachemak Drive is inherently unsafe for non-motorized users due to narrow lane width, the lack of shoulders, traffic levels and design speed. Cyclists are forced to the left of the fog line. Motorists typically slow down behind bicyclists, wait until there is no oncoming traffic, then pass by crossing the center line. This condition is dangerous to motorists and cyclists, especially on curves and the hill leading up from the base of the Spit to the airport, where visibility is low -- creating the perfect storm for conflict between motorized and non-motorized users at best, and injury or fatalities at worst.

The benefit of constructing a two-lane, unpaved separated path that runs parallel to Kachemak Drive is two-fold. Foremost, it will significantly improve safety for non-motorized users, provide greater accessibility and pedestrian path connectivity, as well as a higher quality of life for residents and visitors alike..

**Plans & Progress:** The City has long identified this route as a high priority safety issue. When Alaska DOT&PF began scoping a "1R" road project for Kachemak Drive, Homer City Council passed Resolution 21-065 requesting that DOT include accommodations for non-motorized users in the 1R project plan and evaluate a future project to create safe and sustainable pedestrian amenities along Kachemak Drive. The AKDOT&PF Preconstruction Manual states, "Expect bicycle traffic along most roads and streets. Where bicyclists are allowed, all new construction and reconstruction must provide for use by bicyclists and pedestrians."

The 2024-27 State Transportation Improvement Plan currently programs funds to reconstruct Kachemak Bay Drive from the Sterling Highway to East End Road. Work includes raising and widening 3.5 miles to improve motorized and non-motorized passage. The State project leverages 100% Federal share by matching FHWA PROTECT formula funds with Surface Transportation Block Grant funds.

ADOT will lead in the process and work with the City to plan forward the long-term needs and plans for ROW access, utilities, drainage, etc. for long-term success on Kachemak Drive.



Bicyclists riding in the right-of-way after turning onto Kachemak Drive from the Homer Spit bicycle path..



## Main Street Rehabilitation

**Project Description & Benefit:** This project restores the existing State-owned portion of Main Street in Homer, Alaska to a state of good repair and modernizes it with a complete street approach.

The concept of the project is two-fold. It rehabilitates storm drains and pavement on 2,600 linear feet of the state-owned portion of Main Street from Pioneer Avenue south to Ohlson Lane to improve road surface conditions and reduce maintenance and repair costs over the long term.

Main Street, as the name implies, is a primary north-south corridor running from Bayview Avenue (near South Peninsula Hospital) to Ohlson Lane (near Bishops Beach on Kachemak Bay.) It is a busy mixed-use collector, collecting traffic from adjacent neighborhoods and connecting them to Homer's main arterials – Pioneer Avenue and the Sterling Highway, which is part of the state's highway system. The portion of Main Street between Pioneer Avenue and the Sterling Highway is classified as a major collector; the portion south of the Sterling Highway is a minor collector. These sections support both general purpose and residential traffic, as the street is home to many small businesses, single family and multi-family residences, connects to existing trail systems and connects to one of the City's most popular recreation areas, Bishop's Beach.

Main Street road condition has deteriorated over the past several years. The pavement is raveling and the storm drain system needs to be rehabilitated, as it is inadequate and is allowing water to infiltrate the road bed. This adversely impacts the structural integrity of the road, particularly during freeze-thaw cycles. The lower portion particularly, from the Sterling Hwy to Ohlson Lane, is beginning to fail, evidenced by depressed wheel tracks and soft spots in places. The cause of this is a failing storm drain system and inadequate drainage that is allowing water to infiltrate the road bed. The condition is getting worse with each freeze-thaw cycle. This area is also prone to pothole development also due to the poor drainage, freeze-thaw cycles and small fissures in the road surface that deteriorate over time and with heavy vehicle traffic.

**Plans & Progress:** Improvements to Main Street first appeared as a priority State improvement project in the City's Capital Improvement Plan in 2006, 17 years ago. The City has held off doing any technical work because it is a State road. In 2022 and 2023, the City conducted extensive and inclusive public engagement soliciting community input on system-wide transportation planning and prioritization and specifically with residents and business owners in the Old Town area of Homer. The quest for improved road and traffic calming began in 2014, which culminated in improvements such as lower speed limits, speed humps and striped pedestrian crosswalks, though no Main Street roadway rehabilitation was included.



State-owned portion of Main Street in Homer, Alaska.



## Sterling Highway Milepost 172 Drainage Improvements

**Project Description & Benefit:** The Baycrest Subdivision neighborhood (downslope from a beehive collector installed at milepost 172 on the Sterling Highway by the Alaska Department of Transportation (ADOT)) is built on sloping terrain of unconsolidated soils containing blue clay with a high water table and incidental springs. Properties in this subdivision experience unusually high levels of flooding, runoff and erosion.

Some Judy Rebecca Court properties in this neighborhood in particular have suffered damage due to water saturation including cracked windows and shifting foundations. The property damage is related to the amount of water in the soil and every effort needs to be extended to control the amount of water introduced into the soil, including water runoff from the Sterling Highway. These homes are located 750 linear feet distant and 125 feet vertical downslope from the beehive collector outfall. While certainly not all the problematic water is coming from the outfall, attention to drainage in the area is important to reduce the potential for slope failure and possible loss of property and life.

Water flow volume measurements from the beehive collector over time indicate that the outfall is directing a concentrated discharge of water onto the Baycrest neighborhood slope, adding to an already precarious water saturated soil condition. The City of Homer requests that ADOT divert the beehive collector outfall off the slope and into a natural drainage similar to the one that exists below the next Sterling Highway concrete encased cross-drain some 80 paces east of the Mt. Augustine Drive intersection with the Sterling Highway.

Keeping water off this slope where possible helps mitigate the potential for catastrophic slope failure; discharging the beehive collector outfall into a naturally occurring drainage mitigates the potential for impacting other area properties with the additional runoff.

**Plans & Progress:** At the request of affected home owners and Homer City Council members, a local retired geologist studied and provided mitigation recommendations to the City of Homer and ADOT. Additionally, Newton Bingham, a PE with ADOT evaluated the situation in November of 2017. In recognition of the potential hazard to property and life, Homer City Council passed Resolution 17-082 in September 2017 directing the Homer Advisory Planning Commission to consider a Natural Hazards Overlay District or other appropriate zoning regulation on and around Baycrest Subdivision. In line with an Alaska Administrative Order 175 under Order item 1 which states, "To the maximum extent possible consistent with existing law, all state agencies with construction ...shall encourage a broad and united effort to lessen the risk of flood and erosion losses in connection with State lands and installations and state-financed or supported improvements..."; City Council passed Resolution 18-008 in January 2018 requesting ADOT fix Sterling Highway drainage effecting the Baycrest Subdivision.

In February 2018, a group from Homer met with ADOT Deputy Commissioner Amanda Holland and telephonically with Central Region Director Dave Kemp about Homer's request. A February 2019 letter from ADOT refutes that the highway and culvert are altering the drainage pattern as the highway and culvert predates development of the Baycrest Subdivision by twenty years. The letter also states that no engineering analysis would suggest that moving the culvert to a new location would improve conditions in the subdivision.

In 2022, Sterling Highway Reconstruction project managers engaged with the City of Homer Public Works Director about analyzing water flow and drainage related to the project.



Aerial photo of the area downslope of the outfall from a Sterling Highway beehive collector.



## Traffic Control at the Corner of Sterling Highway and Soundview Avenue

**Project Description and Benefit:** This project a traffic light at the corner of the Sterling Highway and Soundview Ave in Homer.

The West Homer Elementary Site Council has worked with the school administrators and staff, parents, and the Kenai Peninsula Borough School District to increase the safety and efficiency of the school parking lot, especially during the school pick up and drop off times. The school moved the bus loading and unloading zone to behind the school and implemented a new traffic pattern for students arriving and departing to eliminate hazardous double drop off and pick up lines of years past and improve the efficiency of bus and parent traffic interaction.

The remaining traffic congestion consists of a bottleneck of cars and busses departing the school due to a required left turn on to the Sterling Highway that crosses the busy northbound lane of traffic. An additional hazard is that northbound traffic is going around cars that are backed up in the northbound lane waiting to turn right onto Soundview Avenue and into the school. The cars waiting to turn left onto the highway from Soundview Avenue are proceeding because it appears northbound traffic is stopped and the drivers are unable to see the cars accelerating and going around the traffic jam. Several near-miss accidents have been witnessed at this location.

The intersection at the highway and Soundview currently has infrastructure that supports a flashing yellow light at the intersection. This stretch of road is overdue to be reworked to provide a proper school zone, turn lanes and cross walks for West Homer Elementary (which opened in 1997). However, in these challenging times with our state budget, the simple solution of regulating traffic turning onto the Sterling Highway with a new traffic light using the existing infrastructure would be a small improvement that will have big impact. Replacing the flashing light with a programmable traffic light that controls north and southbound traffic to allow left turns from Soundview Avenue during school year at arrival and dismissal times would support and improve the changes West Homer Elementary has already made, and most importantly help prevent a tragic incident.

**Plans & Progress:** A request for a traffic study and solution by the West Homer Elementary Site Council, supported by the Principal and Homer City Council was submitted to the State in early 2019. Currently, the Alaska Department of Transportation has infrastructure in place that operates flashing yellow light. A possible solution is for that existing infrastructure to support a programmable traffic light to provide a green arrow for the left hand turn onto the highway during very predictable heavy traffic times. Other school zone improvements could be planned and implemented during the State's plan for Sterling Highway Milepost 169-175 Pavement Preservation Project and Pedestrian Safety Upgrades.



Students attending West Homer Elementary School walk to buses on the first day of school in 2019. A new traffic system, designed to ease congestion on Soundview Avenue and the Sterling Highway has children boarding buses at the back of the school. (Photo courtesy of Michael Armstrong/Homer News.)



## West Hill Road Bike Lane

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**Project Description and Benefit:** This project creates a bike lane on West Hill Road.

West Hill Road is one of Homer's key arterials, connecting scores of residential properties to downtown Homer. There is currently no safe provision for non-motorized traffic; pedestrians and bicyclist must take their lives into their hands by riding on the road. Traffic on West Hill Road is growing as several new residential subdivisions are being developed, compounding the risks.

The subject project is conceived as one lane for non-motorized traffic on both sides of West Hill Road. Some drainage work within the right-of-way would be required to properly direct storm water runoff to catchment basins and adjacent roadside ditches.

**Plans & Progress:** The need for a non-motorized transportation element on West Hill Road was identified in the 2021 Update to Homer's Non-Motorized Transportation and Trail Plan. This project also aligns with transportation goals articulated in the City's Comprehensive Plan.





## Projects Submitted by Other Organizations

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The City of Homer supports the following projects for which local non-profit organizations are seeking funding and recognizes them as being of significant value to the Homer community:

- **Homer Hockey Association:**  
Keven Bell Arena Parking Lot Lighting  
& Flooring Replacement .....53
- ~~Homer Senior Citizens Inc.:~~  
~~— Alzheimer's Unit~~ .....54
- **Homer Trails Alliance:**  
Diamond Creek Recreation Area Trails .....55
- **Kachemak Nordic Ski Club:**  
Rogers Loop Trailhead Storage Shed.....56
- **Kachemak Shellfish Growers Association:**  
FLUPSY & Otter Predation Assistance .....57
- **Kachemak Ski Club:**  
Homer Rope Tow Access & Equipment Upgrades.....58
- **Pratt Museum**  
Roof System Replacement Project.....59
- **South Peninsula Hospital:**  
Childcare Facility for Hospital Employees .....60
- **South Peninsula Hospital:**  
Expansion of Medical Services.....61

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## Homer Hockey Association: Kevin Bell Arena Lighting & Floor Replacement

**Project Description and Benefit:** The Kevin Bell Arena was constructed in 2005, with initial funding from grants associated with the 2006 Arctic Winter Games combined with a loan from English Bay Corporation/Homer Spit Properties. Homer Hockey Association (HHA) has successfully operated the Arena since its opening. HHA has met operating and capital acquisition costs with a yearly budget of \$300,000 to \$375,000. HHA is seeking financial support to replace six parking lot light poles with fixtures and the interior rubber flooring of the facility. The exterior light poles have been in use since 2005 when the facility opened. Over time, the harsh marine environment has caused corrosion and wind damage to the lights. The parking lot lighting is essential for visibility and safety during the winter months, when the rink provides programming for the general public and school groups. The rubber flooring has also been in place for 20 years. This flooring is installed in the locker rooms and high traffic common areas of the facility. After two decades of high use, the flooring is showing its' age with brittleness of the tiles and thinning of the material.

HHA's mission is to cultivate on-ice recreation of all kinds, for all ages, on the Lower Kenai Peninsula. HHA has been accomplishing this mission for more almost two decades as one of the few non-profit, volunteer run ice rinks in the United States. Volunteers contribute an estimated 14,000 hours annually, representing a huge commitment of time and effort by our community. Over the years, programs have been expanded to include activities for all: figure skating, broomball, curling, hockey for all ages and abilities as well as frequent community and school skating events. KBA is also home ice for the Mariner-High School Co-Op Team with includes players from all the secondary schools on the southern Kenai Peninsula.

The Kevin Bell Arena hosts numerous games, tournaments and events that bring commerce to the City of Homer. This is especially important during the winter when tourism and occupancy rates are low. HHA hosts several separate youth and adult hockey tournaments totaling approximately 150 games each year. In 2022-23 these games brought over 1,740 out of town players to Homer, accompanied by family and fans that contributed to the local economy through lodging, transportation, dining, and merchandise purchases.

**Plans & Progress:** HHA has received quotes of \$29,040 for the light purchase and \$30,250 for the floor replacement. The repairs will enable the Kevin Bell Arena to remain a safe and well-maintained facility for public recreation. It is imperative that our rink continue to operate for the health and welfare of the diverse community we serve. With excessive screen time and the rise in childhood obesity, accessible and affordable recreation remains a cornerstone of the mental and physical health of communities everywhere. HHA has done our best to keep the Kevin Bell Arena open as a safe place for kids, families, and community members to come together to exercise their minds and bodies.

HHA has an active and committed Board of Directors and membership base. The volunteer hours are leveraged by several successful fundraisers, sponsorships and advertising campaigns, grant awards and donations each year. This covers approximately one half of the annual operating and capital expenses. The remaining expenses are covered by user fees. However, repairs of this cost are outside of the scope of our annual operating budget.

**Total Project Cost:** \$59,290



Christmas Eve public skate at Kevin Bell Arena is well attended.



## **Homer Senior Citizens Inc. Alzheimer's Unit**

**Project Description & Benefit:** Seniors are the fastest growing population for the State of Alaska. Homer is projected as the city in the State which will see the second most significant growth in this demographic. Homer Senior Citizens operates a 40-bed assisted living facility. We have had to relocate four seniors from our community due to Alzheimer's disease in the past four years. Losing one senior a year is unacceptable as it tears away the fabric of our community. Most of our seniors have families remaining in the Homer community.

To maintain the health of a senior, a full continuum of care is required. Maintaining physical, mental, and social capacity supports the dignity of our most vulnerable adults. HSC Alzheimer's Wing has been a strategic priority for the Board of Directors to keep our seniors' home in the community. We will not need a certificate of need for this project.

The Alzheimer's Wing will include fifteen beds and 24/7 care. Additionally, we will include a memory care program to maintain the existing cognitive capacity. Specific features for therapy pool and activities room which will be open to all seniors 55 and older. The activities room will be stage 2 of the project and will incorporate low-impact exercise equipment to maintain senior's physical capacity. This also opens the possibility to contract with South Peninsula Hospital for use of the therapy pool for other age groups benefiting the entire population of Homer.

We will be holding many fundraising events to secure the match for foundation grants. We have identified three foundations which funds for this type of project are acceptable. One of the priorities for scoring of the grants is Capital Improvement Plan designation.

Operating funds will be secured from "fees for service;" room and board; billing for Physical Therapy in both the therapy pool and the exercise program in the activities room (once stage 2 has been completed); and fees for contracted space for equipment and pool.

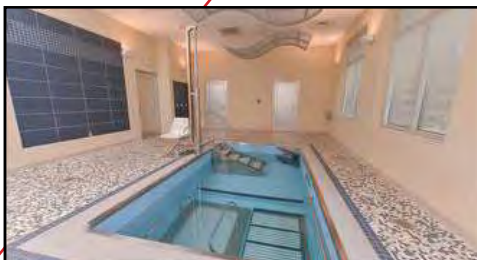
**Plans & Progress:** HSC has met with Hydro Worx to incorporate the Therapy Pool with the Alzheimer's Unit. Projected 5-year profit will be approximately \$1,508,600. This does not include contractual arrangements with third party vendors.

We have been actively fundraising for the Wing for many years. Fundraising activities include our Annual Alzheimer's Fundraiser at the Second Star Mansion with a live concert by a Chicago Jazz Band led by Tim Fitzgerald. To date we have accumulated a total of \$99,550 in fundraising for this valuable project.

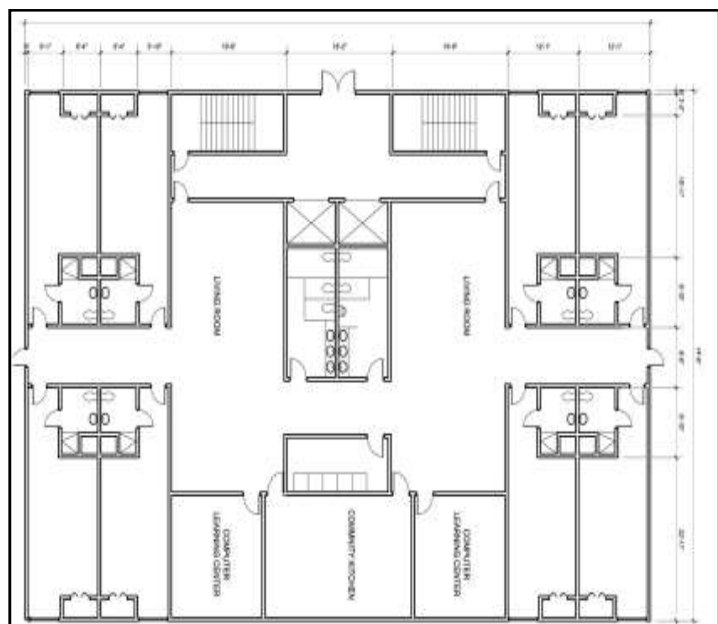
We will be working with the architectural firm to develop a new plan for the wing to be located in The Terrace existing space.

**Total Project Cost:** \$750,000

HSCI'S Executive Directed requested this project be removed from the CIP because they are now focussing on restroation of their current facilities, not new facilities.



Example of a HydroWorx Therapy Pool Room .



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## Homer Trails Alliance: Diamond Creek Recreation Area Trails

**HTA has not yet provided update.**

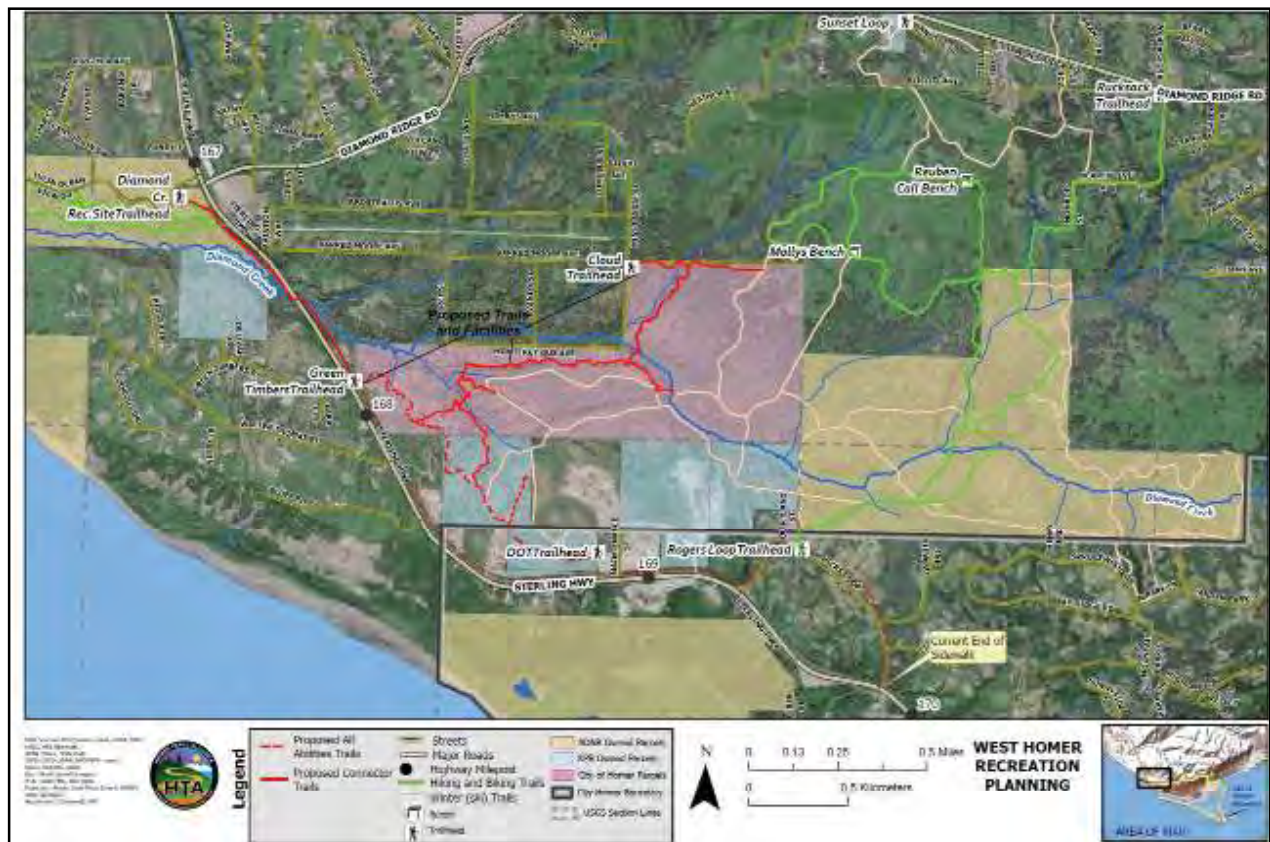
**Project Description and Benefit:** This project develops summer trails linking the “forested islands” throughout the Diamond Creek Recreation Area (DCRA). These trails are part of the Diamond Creek Recreation Area Resource Management Plan which was prepared by Homer Soil and Water Conservation District and adopted by the City of Homer in 2013.

Recently installed trail counters at the Rogers Loop Trailhead indicate an immense demand for a summer use trail system on the north shore of Kachemak Bay. During peak summer months, 700 hikers per week visit the Baycrest and Homestead trail system via the Rogers Loop Trailhead. During winter months over 1000 skiers and snowshoers per week use this access. The current growth rate of the surrounding residential areas indicates that these numbers are on the rise.

It has been documented that for every \$1 spent on trail development, up to \$3.40 is returned in benefits. In addition to economic benefits, communities with a robust trail network experience higher levels of physical and mental health, lower healthcare costs, and an overall greater sense of community involvement and well-being.

**Plans & Progress:** Over 4 miles of proposed trail has been mapped including a mile of all abilities trail linking the southwest corner of the DCRA across from Green Timbers Road at MP 167.9 to the Alaska Department of Transportation Trailhead at Milepost 168.9 of the Sterling Highway. As proposed in the 2013 management plan, trailheads have been designed at two locations along the west border of the DCRA. In 2024, the City of Homer dedicated \$25,000 for the preliminary design of a Sterling Highway underpass for the Diamond Creek Trail.

**Total Project Cost:** \$200,000





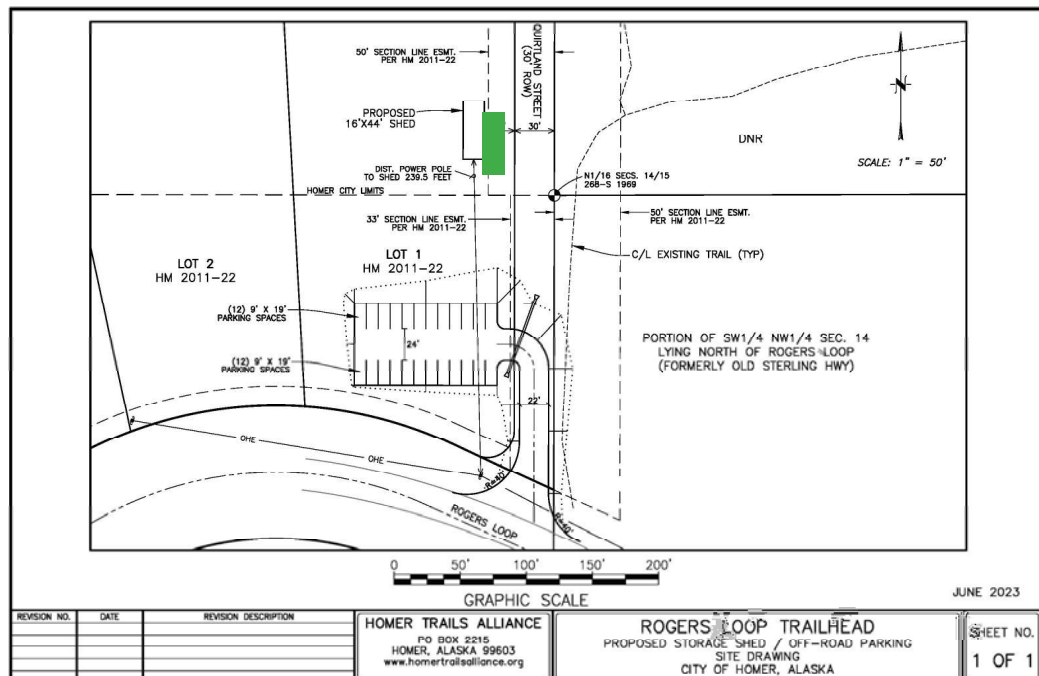
## Kachemak Nordic Ski Club: Roger's Loop Trailhead Storage Shed

**Project Description and Benefit:** This project builds 24 foot by 28 foot building on a City of Homer owned parcel at the Rogers Loop Trailhead to accommodate Kachemak Nordic Ski Club grooming equipment for Lower Baycrest ski trails. Currently the equipment is kept outdoors at a private home adjacent to the ski trails. General maintenance and machine repairs must occur outside, or the equipment is trailered to a suitable indoor location. This shortens the working lifespan of the equipment, as storage outside does not allow the snow and ice buildup within the machine to melt in-between uses. Sometimes, trails cannot be groomed because of maintenance needs or frozen equipment issues. The building will alleviate these concerns by providing a heated, indoor space that is accessed from public property. This will allow for quicker repairs, longer lifespan of the equipment, and a secure place to house tools and machine parts.

The community of Homer benefits by having a better skiing experience on trails that are consistently maintained. It is a cost savings to the community in that KNSC will not have to raise membership fees to cover the cost of the additional maintenance and shortened lifespan of this equipment that is kept outdoors. It is also a volunteer cost benefit in that it makes it easier to be a KNSC volunteer when they have working equipment. Well maintained equipment means better grooming which means a better ski experience for all users. Baycrest is the last of the four KNSC trail systems to have a building for the storage of grooming equipment.

**Plans & Progress:** The site plan, shed design, and permitting are complete. The helical pile foundation was installed in the fall of 2024 and building construction began in 2025 utilizing volunteer labor, grants and donations. "Rough-in" of the building has been completed. The interior work including insulation, drywall, electrical, flooring, and mechanical is planned for 2026, subject to the ability to raise the necessary funding. The largest single expense remaining will be the electrical power hookup. Homer Electric Association estimates this to cost over \$20,000. Kachemak Nordic Ski Club finalized a Recreational Use Agreement with the City of Homer to build and operate the storage shed. Funds are being sought to help offset the cost to extend electrical power to the shed.

**Project Cost:** To date the KNSC has spent nearly \$42,000 on the project and seeks funds to cover electrical service extension.



Location of the storage shed shown in green.



## Kachemak Shellfish Mariculture Association FLUPSY & Otter Predation Assistance

**KSMA has not yet provided update.**

**Project Description and Benefit:** Since 1994 Kachemak Mariculture Association (KSMA), a 501c5 organization, has steadfastly upheld its primary mission of assisting shellfish growers in Kachemak Bay to establish an economically sustainable oyster industry. Today through its close partnership and rental lease with the Kachemak Shellfish Growers' Coop (KSGC), local aquatic farms are providing jobs for processing, marketing, and shipping live oysters for the half-shell market, and retail sales from KSMA's processing facility. This lease to the Coop also includes a portion of the facility to grow out oyster larvae which has been successfully grown and sold to member farms and farms outside of Kachemak Bay for the last ten years.

To date the small hatchery continues to set millions of seed every year. Once the seed is large enough, the "spat" can then be transplanted into the nutrient rich waters of Kachemak Bay, and a critical piece of equipment then comes into to play. This piece of anchored equipment is called a FLUPSY, an acronym for Floating Upwelling System. The microscopic spat need six months to a year a year to grow to size large enough to be transferred to the permitted aquatic farm sites for final grow out. Great amounts of time and expensive labor is needed to clean and grade the spat during the time they are in the FLUPSY. KSMA's FLUPSY is over 23 years old and in great disrepair due to age and the harsh marine environment. The FLUPSY is poorly anchored, a vandalism target, and needs new operational & safety equipment along with DEC-compliant floatation, and covered, lockable dry storage for tools and laborers' needs.

In addition, the federally protected sea otter population in Kachemak Bay has exploded in recent years. The otters have learned how to gain access to a new food source, oysters, by tearing into the mesh lantern nets that have been the industry standard of growing suspended cultured oysters for the last 32 years. The farms now need to use coated 16-gauge wire cages, at a substantial increase in cost.

Alaska's Comprehensive Economic Development Strategy has prioritized mariculture development for many years. Now is a critical time to move mariculture in Kachemak Bay ahead. The economic benefits of this oyster industry in Homer are great. Oysters have become a sparkling year-round staple to Homer's seafood options for locals and tourists alike. The local hatchery and a new, safe state-of-the-art FLUPSY can also provide a viable educational lab for high school and university students. Mariculture courses can further be developed around aquatic farming opportunities including the raising of sea vegetables and kelp.

**Plans and Progress:** KSMA is working closely with the Kenai Peninsula Economic Development District (KPEDD) to secure grant money to build a new FLUPSY to benefit the Kachemak Bay farmers and other in-state farms. The cost to secure pile driven anchoring piles, update the present electrical system, and locally build a new FLUPSY is estimated to be \$750,000. Additionally, KPEDD is aware and supportive of financial assistance to purchase, in bulk, hundreds of coated 16 gauge wire cages for each farm. The price tag for this new system is currently being researched and discussed by the mariculture community, but is estimated at a minimum \$50-\$75/cage.

**Total Project Cost:** \$750,000 - \$950,000



Left: Oyster spat ready to sell to growers. Right: FLUPSY bins taken out of the water. Spat in the right bin have been cleaned, sorted, graded and counted.



## Kachemak Ski Club: Homer Rope Tow Access & Equipment Upgrades

**KSC has not yet provided update.**

**Project Description & Benefit:** The Kachemak Ski Club was founded more than sixty years ago to operate a rope tow just off Ohlson Mountain Road near Homer. Our founders wanted to get Homer kids out of the house on the weekends and it is no different today. Over the years, this historic public recreational treasure has hosted thousands of downhill sports enthusiasts, family and social gatherings and also has served as a venue for snow sports safety instruction.

This project improves the safety of skier access to the area, as well as the skier experience on the slopes, making it more welcoming for youngsters and newcomers. It relocates and refurbishes the hill's aging electric bullwheel at the top of the hill. It grades the upper towpath to lower the rope's haul angle, to diminish the physical strain on skiers riding to the top of the hill. It also purchases a portable rope tow device that can be positioned on the lower, more gently sloping part of the hill. This will increase the number of skiers who can be accommodated on busy days and improve access and skill development for new riders. It will also be used for snowsport instructional classes and special events, leaving the main rope tow open for other riders.

To augment natural features and offer entertaining challenges for more advanced skiers and snow boarders the project seeks to acquire terrain park features. These would include brushing and mulching a gully next to the entrance trail to the lodge, thus creating a natural 'half-pipe' type feature. Also planned: creation of two mid-mountain earthen 'table tops' for jumps and aerial maneuvers for advanced skiers and snow boarders.

**Plans and Progress:** The Homer Rope Tow recreation area is separated from Ohlson Mountain Road by private land, but has legal access via a Section Line easement. A circuitous quarter mile long trail connects the road to the hill, avoiding several structures that encroach into the easement. To make access safer, Kachemak Ski Club is developing a shared parking area with Homer's Snowmads snow machine club, directly across Ohlson Mountain Road from the Section Line entrance point, on Kenai Peninsula Borough lands. This new, expanded parking area minimizes the safety risks of double parking on Ohlson Mountain Road and dispersed pedestrian traffic in the roadway that has occurred during crowded weekends. KSC has already cost-shared an expansion of the pre-existing Snomads parking lot at the Watermelon Trailhead in 2022. And also paid to have a sizable new area brushed and mulched, serving as a primitive frozen earth parking lot during the 2022-2023 season.

While alternative grant funds and KSC cash reserves will likely be used to complete additional grading and gravel work on the parking area's construction to harden it for year-round use, additional funds will be needed for new signage and security features such as fencing and gates.

### **Total Project Cost: \$90,000**

Parking/access improvements: \$15,000

Relocation of Bull Wheel & Slope Grading: \$40,000

Equipment (auxiliary rope tow & terrain park features): \$35,000



Youth enjoying Homer's own downhill ski area.

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## Pratt Museum: Roof System Replacement Project

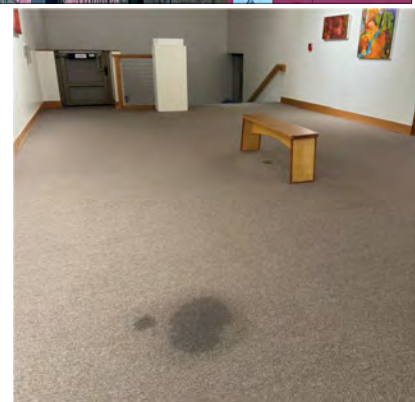
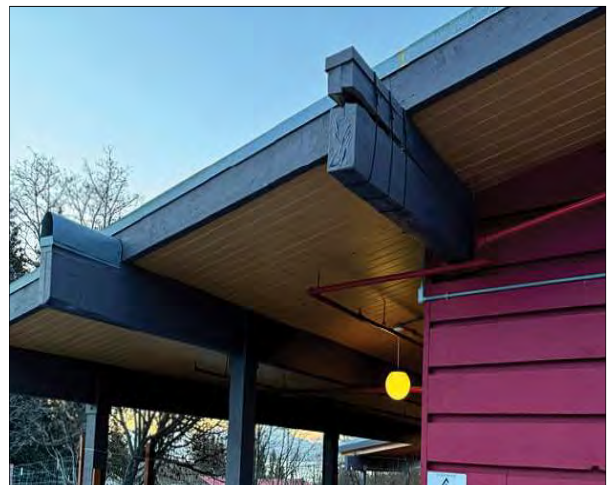
**Pratt Museum has not yet provided update.**

**Project Description and Benefit:** This project replaces the 9,134 square-foot roof for the facility that the Pratt Museum occupies. The roof is currently at the end of its life. It has deteriorated to the extreme that each gallery has multiple buckets and at times water splashes on the objects and artifacts. Leaks also occur over the elevator which impacts use, and in office spaces where computers and technology are located. Even the simple care of the roof during the winter is a safety issue. The roof needs to be hand-shoveled. While no major injury has occurred, it is only a matter of time before someone will get injured. With cracked beams, leaks throughout, and hazardous work conditions for staff, the Pratt Museum roof needs to be replaced.

Pratt Museum is more than a place to store objects and artifacts. At the Pratt Museum art, science and culture come together in an integrated approach to topics and stories relevant to the Kachemak Bay area - from traditional culture to the environment. In addition to being a place of preservation/conservation, sharing, and learning, Pratt Museum serves as a community gathering place, a place for enjoying and connecting people of all ages and backgrounds. Pratt Museum is devoted to developing partnerships with people, communities, and entities that have meaningful connections to Homer. Our overall vision is to link the Museum's collections, which include themes of homesteading and the history of settlement, fishing, native cultures, environment, art, and our shared ties to the northern marine environment that connect us all. Our place is fertile for exploring who we are and where we live so that we may preserve our distinctive cultural traditions and environment with integrity, and preserve this knowledge for our community and museum visitors alike. Homer is the economic, education, health care, and cultural hub in the area, and it is one of the most important maritime harbors in the state. With a diverse economy of commercial fishing, tourism, and government sectors being the most prominent, Homer is home to a creative community, whereby Pratt Museum is a conduit to preserve and share the human story of the region.

**Plans & Progress:** The roof replacement project has undergone many starts and stops. Over the years Pratt Museum has contracted with engineers and roof specialists. In 2007 and in 2019, engineers and roof construction specialist recommended a full replacement. In 2019, utilizing condition surveys of 2007 as a baseline, Roof Construction Services and Schneider Structural Engineers generated a project manual, infrared reports, detail images of the roof's current condition, a full design and cost estimate for the full replacement (which was updated in 2024). The plan is to remove the granular surfaced modified, built-up roof system, all insulations and underlying plywood, flashings, and trim metals, and install a new 3-ply modified membrane roof system including new base sheet installed over a new 3/8-inch plywood substrate installed over the original tongue & groove wood roof deck, new high thermal insulation, new perimeter edge metal detailing, new gutters and downspouts and all associated accessories. The goal is to replace the roof during the 2025 building season. The project is proceeding in phases. In the spring through fall of 2024, Museum Board and Staff will carry out Phases I-II fundraising and applying for financial support from the City of Homer, State Legislature and the Alaska Congressional Delegation. In Phase III (summer through fall 2024), all design and construction documents will be updated and the bid process will begin. Construction is Phase IV, scheduled for spring through fall of 2025.

**Total Project Cost:** \$1,362,481



Cracked beam ends (above) are held together with bindings. Galleries



## South Peninsula Hospital: Childcare Facility for Hospital Employees

**Project Description and Benefit:** South Peninsula Hospital is a 501c3 non-profit community hospital in Homer, Alaska. Serving a population of about 15,000, SPH operates the only hospital on the southern Kenai Peninsula, as well as two primary care clinics, a home health program, a 28-bed nursing facility, and numerous specialty clinics. As the only hospital in the region, SPH is classified as a “critical access hospital,” a federal designation aimed at improving access to healthcare in rural communities. SPH is also the largest employer in the region.

Alaska, like rest of the nation, is experiencing a childcare emergency. Locally, SPH is facing critical barriers to recruitment and retention of healthcare workers due to lack of childcare availability. The ability to attract and retain medical workers is essential to ensuring that SPH can continue to meet the growing needs of our region. In order to address this barrier, SPH is establishing a licensed childcare center for children of hospital families. Located in 4,100-square foot owned building just four blocks from the hospital campus in Homer, this SPH-owned center will support 60-70 kids, have hours aligned with hospital shifts, and address our employees’ inability to find high-quality, licensed care. Our goal is to provide the highest quality care to the children of hospital families to reduce barriers to recruitment and retention of SPH healthcare employees and to ease the stress and burden on the SPH workforce so that they can focus on serving the medical needs of our population.

The new SPH childcare facility will have positive ripple effects across the region. The facility will tangibly add to the limited childcare infrastructure on the lower Kenai Peninsula and will increase the capacity of the childcare workforce through professional level training, wages, and opportunities.

**Plans & Progress:** SPH is well into the developmental phase of this project. SPH has hired a childcare administrator who is developing policies and procedures and collaborating with licensed centers across the state to become familiar with the licensing process. Capital improvements have also begun. Interior demolition is underway, making way for wholesale renovation of the 4,100 square foot facility. As of July 2024, plumbing and electrical demolition has started. Interior renovations of classrooms and communal spaces will follow completion of the permitting process. Interior furnishing orders have also been budgeted and approved for the ordering process. The childcare center will ultimately employ 15+ early childhood educators in market competitive, benefited positions.

Preconstruction is funded and complete. To date, \$210,000 of construction costs have been secured from thread Alaska, the South Peninsula Hospital Foundation, and the Alaska Hospital and Healthcare Association. An additional \$835,000 is pending, and SPH is working to raise another \$100,000 or more in charitable support. SPH anticipates opening the facility in December 2024.

**Total Project Cost:** \$ 1,223,278

Pre Construction cost: \$ 9,000

Construction cost: \$ 1,214,278



Site of the new Childcare Facility.



## South Peninsula Hospital: Expansion of Medical Services

**Project Description and Benefit:** South Peninsula Hospital is a 501c3 non-profit community hospital in Homer, Alaska. Serving a population of about 15,000, SPH operates the only hospital on the southern Kenai Peninsula, as well as two primary care clinics, a home health program, a 28-bed nursing facility, and numerous specialty clinics. As the only hospital in the region, SPH is classified as a “critical access hospital,” a federal designation that is designed to improve access to healthcare in rural communities. In order to meet the changing medical needs of the region, SPH is embarking on a strategic project to expand medical services. The goals of this project are to:

- Develop a new nuclear medicine department. Nuclear medicine is a specialized area of radiology that has been the standard of care for diagnosing illnesses and disorders related to heart health, neurology, and cancer for more than 30 years. The addition of this medical capacity will improve patient care by increasing the ability of SPH providers to detect certain cancers, find abnormalities in kidneys and bones, and identify and treat many other medical conditions, including chest pain, the most common symptom for which patients seek emergency medical care. Currently, patients must travel more than 75 miles to obtain this important diagnostic information, creating a dangerous gap in service.
- Double the capacity of the SPH Oncology & Infusion Department. The Oncology and Infusion Department treats patients with cancer, the leading cause of death in the region. SPH has experienced a 139% increase in patient volumes in recent years. By doubling the capacity of this department, this project will meet increased demand for care, reduce wait times, improve patient experience, reduce emergency response time, and improve communication and safety.
- Upgrade SPH pharmacy to meet new regulations. This project will relocate, modernize, and expand SPH’s existing pharmacy to meet recent regulatory upgrades. These improvements will include an upgrade to environmental controls, expansion of compounding facilities, increased safety and security measures, and improved workspace. The goal of this effort is to meet new regulations, improve patient care, and increase employee safety.

**Plans & Progress:** SPH is in the planning phase of this project. The hospital has already received a Certificate of Need from the State of Alaska, critical approval before moving forward. Initial planning and budgeting have taken place. A bond measure estimated to cover 80% of project expenses will go to voters in the fall of 2024. SPH is currently seeking additional funding to defray remaining expenses. The project is anticipated to be complete in December 2025.

**Total Project Cost:** \$12,000,000

Preconstruction cost: \$ 850,000

Construction cost: \$11,150,000



South Peninsula Hospital.



## Capital Improvement Long-Range Projects

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The following projects have been identified as long-range capital needs but have not been included in the Capital Improvement Plan because it is not anticipated that they will be undertaken within the six-year period covered by the CIP. As circumstances change, projects in the long-range list may be moved to the six-year CIP.

### Local Roads

**Fairview Avenue – Main Street to East End Road:** This project provides for the design and construction of Fairview Avenue from Main Street to East End Road. The road is approximately 3,000 linear feet and the project will include paving, water and sewer mains, stub-outs, storm drains, and a sidewalk or trail. The project extends from the intersection of Main Street to the Homer High School, and finally to East End Road, and will provide an alternative to Pioneer Avenue for collector street access east/west across town. This roadway would benefit the entire community by reducing congestion on Pioneer Avenue, the major through-town road, and would provide a second means of access to the high school. It would also allow for development of areas not currently serviced by municipal water and sewer.

This improvement is recommended by the 2005 Homer Area Transportation Plan. Necessary right of way has already been dedicated by the Kenai Peninsula Borough across the High School property.

**Cost:** \$1.75 million

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### Parks And Recreation

#### North Beluga Lake Trail System:

The North Beluga Lake Trail will provide a wide gravel pathway from Ben Walters Park east along the City sewer easement, along the north side of Beluga Lake, connecting to the Calvin and Coyle trail, and eventually reaching East End Road near Kachemak City.

The completed trail system will connect Paul Banks Elementary School, the Meadowood Subdivision, and other subdivisions and residential areas to Ben Walters Park. It will additionally provide hiking, biking, and wildlife viewing opportunities around around Beluga Lake. In addition, it will provide an important non-motorized transportation route. This approximately 2.5-mile trail may be completed in phases.

**Cost:** North Beluga Lake Trail—\$1.5 M

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## Capital Improvement Long-Range Projects

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### Port & Harbor

**Deep Water Dock Expansion, Phase 1:** Upgrades to and expansion of the Deep Water Dock Expansion will boost Homer Port & Harbor cargo capability. The City has a 30-acre industrial site at the base of the dock which can support freight transfer operations and serve as a staging area for shipping to and from the Alaska Peninsula, the Aleutians, and Bristol Bay. Handling containerized freight delivery to the Kenai Peninsula would reduce the cost of delivering materials and supplies to much of the Peninsula. Dock improvements will also fulfill a contingency planning requirement under Homeland Security provisions. The Port of Alaska, through which 90% of the cargo for the Alaska Railbelt areas and the Kenai Peninsula passes, is vulnerable. If the Port of Anchorage were to be shut down and/or incapacitated for any reason, Homer's port would become even more important as an unloading, staging, and trans-shipping port. A \$1,250,000 feasibility study was completed in September 2016.

**Cost:** Cost estimates are \$1,750,000 for design and \$32,000,000 for construction.

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**Harbor Float System 5 Redesign:** System 5, built in 1988, moors large industrial vessels within Homer's Small Boat Harbor. Over the years, as the number and size of large vessels has grown, the System has been used at and beyond its engineered capacity. System 5 will have to be replaced within the next ten years. In the next three years, the City will be conducting a US Corps of Engineers General Investigation into building a new harbor basin dedicated to these large vessels. Once constructed, the large vessel fleet will move off System 5, freeing up the area around System 5 (approximately 20% of the small boat harbor) to be redesigned. A newly designed System 5 will better accommodate the needs of the many small vessels on the harbor stall wait list and help define the maximum benefits of building the large harbor expansion. Conceptually, System 5's main float could be built closer to the bank and extend further toward the harbor entrance with a Tee out provide more moorage than the current system. This would also provide the option to prioritize the use of the float closest to the harbor entrance for vessels needing that kind of access (such as a Coast Guard small boat station, water taxi pickup and drop off, and emergency medical transport vessels) and to explore upgrading the old commercial ramp near System 5 to a drive down float to meet the needs of small cargo vessels, passenger loading and commercial fishing vessels.

**Cost:** This project works with engineers to conceptually design options for System 5 and produce rough order magnitude cost estimates.

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**Old Main Dock Removal and Disposal:** This project removes the old Main Dock from inside the Pioneer Dock facility, which is a derelict structure in the Port & Harbor, a safety hazard and potential liability for the City. The old Main Dock was the original ocean dock in Homer, built in 1965 at the time of the first dredging for the Homer Harbor. When the Main dock was no longer safe as a commercial pier in 2001, the City built the new Pioneer Dock around it, leaving the Main Dock in place. It has deteriorated to the point that it is unsafe even for an individual to walk on. This project removes and disposes of the structure in a method that satisfies safety and environmental requirements. Where possible, salvaged materials may be sold.

**Cost:** Unknown

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## Capital Improvement Long-Range Projects

### Utilities

**Water Storage/Distribution Improvements Phase 4 - Spit Water Line:** The existing Homer Spit water line is 40 years old and constructed of 10-inch cast iron pipe. In recent years it has experienced an increasing number of leaks due to corrosion. The condition has been aggravated by development on the Spit resulting in increased load from fill material on an already strained system. This project consists of slip lining approximately 1,500 linear feet of water main to the end of the Spit. Slip lining versus replacing the line will reduce cost while ensuring an uninterrupted water supply for public health, fire/life and safety needs, and protecting economic activities on the Spit. Grant funds from the EPA allowed the City to complete project design in 2014.

**Cost:** \$400,000

**Bridge Creek Watershed Acquisition:** Bridge Creek Reservoir is Homer's sole water source; land in this area owned by the City is protected by a watershed protection district. The City seeks to acquire additional land for the district to protect the watershed from development that could threaten the water supply, and to ensure the availability of land for future water supply. Conservation easements may also be utilized to restrict development that is incompatible with clean water.

**Cost:** \$1,000,000

**Alternative Water Source:** Currently Bridge Creek Reservoir is Homer's sole water source. Population growth within the City, increased demands for city water from residents outside City limits, increasing numbers of tourists and summer residents, and climate change has reduced surface water availability. These factors demonstrate the need for a new water source to augment the existing reservoir. An alternative water source also builds redundancy into this essential life/safety municipal infrastructure, making it possible to serve town with treated drinking water and adequate fire protection in the event of contamination or earthquake damage to Bridge Creek Reservoir.

**Cost:** \$16,750,000

**West Hill Water Transmission Main and Water Storage Tank:** Currently, water from the Skyline water treatment plant is delivered to Homer via two transmission mains. One main (12-inch) is located along East Hill Road and delivers water to the east side of town. The other (8-inch) runs directly down to the center of town. A third transmission main is needed to deliver water to the west side of town, provide water to the upper West Hill area, and provide backup support to the two existing transmission mains. A new water storage facility is also needed to meet the demands of a rapidly growing community. The addition of a third water transmission main has been identified in comprehensive water plans for over 20 years.

**Cost:** Design—\$500,000      Construction—\$4.5 M

### STATE PROJECTS

**Ocean Drive Reconstruction with Turn Lane:** Ocean Drive is a segment of the Sterling Highway connecting Lake Street with the Homer Spit Road. It sees a great deal of traffic, particularly in the summer, and has become a safety concern. Currently, a bicycle lane runs on the south side of Ocean Drive. However, it is common for vehicles to use the bicycle lane to get around vehicles that have stopped in the east-bound traffic lane to make a left turn, presenting a significant risk to bicyclists and pedestrians using the bike lane. Attendance at the Homer Farmers Market during the summer season contributes significantly to traffic congestion in the area. In addition, following complete streets design, this project creates a center turn lane, well-marked crosswalks, and a separated bike/pedestrian path to improve traffic flow on Ocean Drive and reduce risks to drivers, bicyclists, and pedestrians. The project will also enhance the appearance of the Ocean Drive corridor by moving utilities underground and providing some landscaping and other amenities.



## **Capital Improvement Plan Appendices**

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- **CIP Development Schedule .....66**
- **Resolution 25-~~XXX~~ .....67**
- **City of Homer Financing Assumptions .....69**



## Capital Improvement Plan Appendices

**CITY OF HOMER  
2026-2031 CAPITAL IMPROVEMENT PLANNING PROCESS  
&  
FY 2027 LEGISLATIVE REQUEST DEVELOPMENT SCHEDULE**

ACTION	TIME FRAME
City Council Approval of CIP Planning Schedule	May 27, 2025
Solicit new/revised project information from City Departments, local agencies and non-profits	May 19, 2025
Input for New Draft Requested By	June 17, 2025
Prepare and Distribute Draft CIP to City Advisory Groups for Review and Input:	
Planning Commission	July 16
Economic Development Advisory Commission	August 12
ADA Advisory Board	August 14
Parks, Art, Recreation and Culture Advisory Commission	August 21
Port and Harbor Advisory Commission	August 27
Library Advisory Board	August 29
Administrative Review and Compilation	August 21 - September 5
City Council Worksession to Review Proposed Projects	September 8
Resolution on CIP - Legislative Request Public Hearing for CIP - Legislative Request	September 22
Administration Forwards Requests for Governor's Budget	September 29
Distribution of CIP and State Legislative Request	October 2026 - February 2026
Compilation/Distribution of Federal Legislative Request	March 2026



## Capital Improvement Plan Appendices

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### City of Homer Financing Assumptions: Capital Improvement Program

Implementation of the City of Homer Capital Improvement Plan requires utilization of various financing mechanisms. Financing mechanisms available to the City of Homer include:

- Federal grants or loans
- State grants or loans
- General obligation bonds
- Limited obligation bonds
- Revenue bonds
- Special assessment bonds
- Bank loans
- Pay as you go
- Private sector development agreements
- Property owner contributions
- Lease or lease–purchase agreements

The use of any of the financing mechanisms listed above must be based upon the financial capability of the City as well as the specific capital improvement project. In this regard, financing the CIP should take into consideration the following assumptions:

1. The property tax cap of six-mill (at which point sales tax goes away) precludes use of this revenue source for major capital improvements. Available revenue should be utilized to fund operation and maintenance activities.
2. The operating revenue of enterprise funds (Port & Harbor, Water & Sewer) will be limited and as such, currently only fund operation and maintenance activities.
3. The utilization of Federal and State grants will continue to be significant funding mechanisms. Grants will be pursued whenever possible.
4. The 1½ percent sales tax approved by voters of Homer for debt service and CIP projects is dedicated at ¾ percent to sewer treatment plant debt retirement, with the remaining balance to be used in water and sewer system improvement projects, and ¾ percent to the Homer Accelerated Roads and Trails (HART) Program for building, improving and maintaining Homer's roads and trails. The annual budget will transfer a minimum of \$550,000 of the 3/4% dedicated sales tax exclusively for road and trail capital improvements and construction. The HART Program will require property owner contributions of \$30 per front foot for road reconstruction, with an additional \$17 per front foot for paving.
5. The Accelerated Water and Sewer Program will only be considered if the fund has a debt service of 1.25 or greater.
6. The private sector will be encouraged to finance, construct, and operate certain nonessential capital improvements (e.g., overslope development).
7. The utilization of bonds will be determined on a project-by-project basis.
8. The lease and/or lease–purchase of capital improvements will be determined on a project-by-project basis.



## Proposed New Projects Table of Contents

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### City of Homer Nominated Projects

1. Water Treatment Plant Generator Connection
- 2.

### Projects Nominated by Other Organizations

1. South Peninsula Hospital: Long Term Care Roof Replacement:
- 2.

FY 2027 - Proposed New Projects



## Water Treatment Plant Generator Connection

Project nominated by the Public Works Director.

**Project Description and Benefit:** TThis project constructs an underground electric power cable of sufficient gauge to power the reservoir pump house operations from the existing WTP generator. This would require a new trench and underground electric wire in conduit for approximately 4,000 feet with junction boxes, a new transfer switch at the pump house, and some other minor electrical infrastructure. This project would be a benefit to the city during power outages, as it would allow another option and larger fuel tank supply for our operators to keep water treatment functions running smoothly.

### Plans & Progress:

**Total Project Cost:** \$350,000

**Schedule:** 2027

**Priority Level:** 2

FY 2027 - Proposed New Projects



## South Peninsula Hospital: Long Term Care Roof Replacement

Project nominated by South Peninsula Hospital for Other Organizations Section.

**Project Description and Benefit:** South Peninsula Hospital is a 501c3 non-profit community hospital in Homer, Alaska. Serving a population of about 15,000, SPH operates the only hospital on the southern Kenai Peninsula, as well as two primary care clinics, a home health program, a 28-bed nursing facility, and numerous specialty clinics. As the only hospital in the region, SPH is classified as a “critical access hospital,” a federal designation that is designed to improve access to healthcare in rural communities.

In June 2025, SPH’s Long-Term Care (LTC) Facility earned a Silver Award from the American Health Care Association/ National Center for Assisted Living—one of 209 facilities across the U.S. to receive this recognition and the only one in Alaska to do so. Serving up to 28 residents, LTC offers around-the-clock nursing care in a residential setting. It is the only nursing home on the southern Kenai Peninsula, and SPH plans to expand the capacity of the facility over the next decade in response to the growing senior population in the region. SPH’s LTC facility enables loved ones to receive short term rehabilitation or long term care close to home. But an aging roof puts the facility at risk.

SPH’s LTC department—and the space below, which houses SPH’s new Seaside Women’s Care health clinic, a neurology clinic, and the rehabilitation department—was built through a 1999 hospital renovation. The 15,414 foot square asphalt shingle roof of the facility is now 25 years old—well beyond its useful life. Asphalt tiles are cracking and the roofing glue is failing. Water is now seeping into the roof underlayment and into the LTC facility itself—most recently into the communications room—putting additional hospital assets at risk of water damage.

An assessment by Architects Alaska that was completed in November 2024 ranked roof replacement as the highest priority, needing attention within the next year. The typical lifespan of an asphalt roof like the one above LTC is 15 – 20 years. Now is the time for SPH to replace the asphalt roof with rubberized EPDM roofing, to ensure resident and patient safety and wellbeing and the integrity of the hospital facility.

**Plans and Progress:** In 2024, Architect Alaska, in collaboration with engineering firm RESPEC, conducted a thorough facilities assessment of SPH that investigated the building’s infrastructure and systems, and recorded information regarding the building for general material condition, systems condition, code deficiencies, and functional effectiveness. The assessment ranked roof replacement as a top priority.

This project is shovel-ready. No engineering is required for this roof replacement. The cost estimate is based on a bid received for the project three years ago, with an escalation built in.

**Total Project Cost:** \$1,400,000



South Peninsula Hospital.



## City of Homer

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

## Community Development

491 E Pioneer Avenue  
Homer, Alaska 99603

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

(p) 907-235-3106

(f) 907-235-3118

TO: Economic Development Advisory Commission  
FROM: Julie Engebretsen, Community Development Director  
DATE: May 13, 2025  
SUBJECT: May Staff Report

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### Highlights:

- City Council election filing is open! There are three seats on the October ballot. Candidates must file by 8/15; contact the Clerk's Office for more information.
- Comprehensive Plan: The draft plan is out! Next step is a public hearing at the Planning Commission on Wednesday, August 20<sup>th</sup>. <https://www.cityofhomer-ak.gov/planning/homer-comprehensive-plan-update>

**Public Hearing Draft Available**

**2045 Homer Comprehensive Plan Update**

[homercompplanupdate.com](http://homercompplanupdate.com)

Check out the draft ahead of the **August 20th** Planning Commission Public Hearing.



# MEMORANDUM

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## Land Allocation Plan

**Item Type:** Action Item  
**Prepared For:** Economic Development Advisory Commission  
**Date:** August 5, 2025  
**From:** Julie Engebretsen, Community Development Director

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**Requested Action:** Review the old library lot. What do you think about selling this lot? Or keeping it for a future City use such as public parking?

### Background

The City owns a lot on Main Street. The property used to be part of the old library. When the current library was built, the City sold the old building and subdivided off this lot. The original intent was to sell the lot to help pay down the library loan, but in the end the City paid down the loan without selling this property. In the past this lot has been listed for sale, but when the City did receive an offer the City Council turned it down. After that, the City took the property off the market.

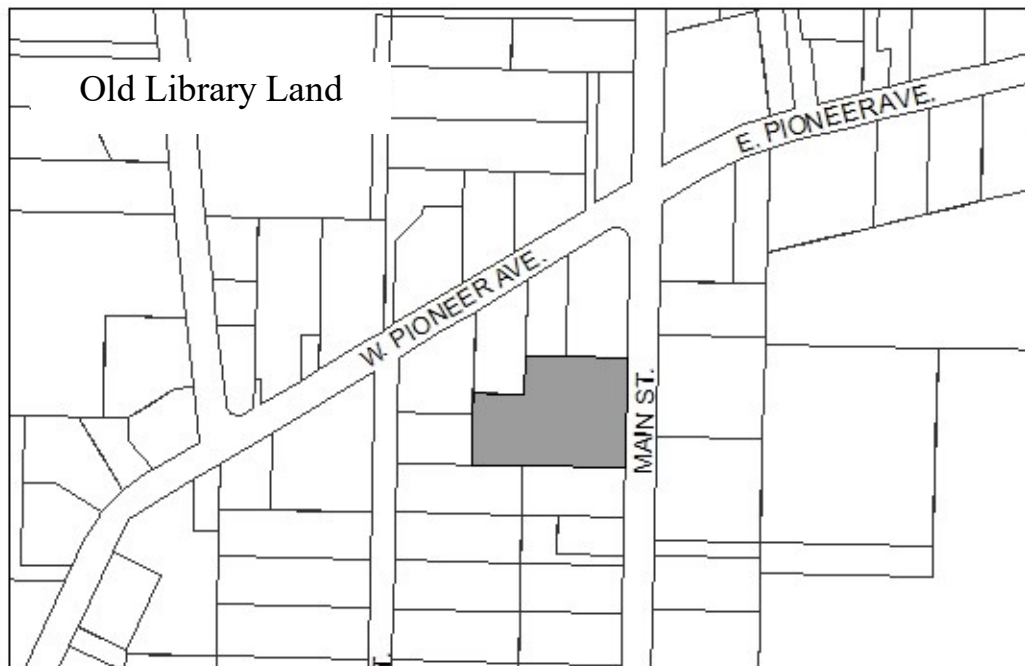
In the past year, there have been two inquires about this land – is it for sale? Through the City Manager, Council requests input during the Land Allocation Plan process. The question for the EDC is should the City sell or keep this land over the next year or two? The City reviews land every year, so the recommendation you make this year can be re-visited in future years.

There has been some discussion about public parking downtown, and that this property might work. Or, the City could sell this lot and use the proceeds to develop a different location. One suggestion from staff is for the City to research costs on making a parking lot on this property. With a cost estimate, the EDC could consider if this is a good place to invest in (free?) public parking, or if this site is not well suited (development costs too high).

**Requested Actions:** Review the Old Library lot information and make a recommendation:

- a. Sell the lot
- b. Keep the lot and discuss again next year
- c. Ask City Manager to come up with a rough cost estimate for parking lot construction (we can do this in house)

**Attachments:** Old library lot page from the Draft Land Allocation Plan



**Designated Use:** City Facility and Other Lands (Resolution 20-019)

**Acquisition History:** Deed: Jewel July 1982 (back lot portion) Deed: Watson 1978 (library/Pioneer area)

**Area:** 1.31 acres

**Parcel Number:** 17514416

**2025 Assessed Value:** \$96,100

**Legal Description:** T 6S R 13W SEC 19 SEWARD MERIDIAN HM 2008016 HOMER PUBLIC LIBRARY NO 2 LOT 2

**Zoning:** Central Business District

**Wetlands:** Drainage and wetlands may be present

**Infrastructure:** Paved road, water, sewer, natural gas

**Notes:** This land was part of the former library site. The library building was subdivided onto its own lot, and sold.

The land has a nice bay view, but would require stumping. Driveway access off of Main Street is very steep. It is likely significant dirt work would be needed to make this lot viable for commercial or multifamily development.

**Finance Dept. Code:**

**ECONOMIC DEVELOPMENT ADVISORY COMMISSION**  
**2024 -2025 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."
	3. Be familiar 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.
<b>Near Term Goals</b> < 6 Months	1. Become familiar with the Community Health Needs Assessment and Community Health Improvement Plan (CHIP)  <i>Opportunity:</i> Invite a speaker from MaPp to educate this EDC on these plans and how they relate to community and economic health.
	2. View economic development through the lens of balancing growth with quality of life.  <i>Task:</i> Define positive economic development, and what is the role of the EDC is in balancing growth and quality of life.  <i>Task:</i> Review the Business Retention and Expansion Plan for quality of life elements
	3. Housing: affordable short and long term housing. Seasonal workers, general work force, seniors, etc. affordable year round housing. (Marks, Kim)  <i>Task:</i> Stay engaged with the City for all housing conversations  <i>Task:</i> Have a meeting on housing options and final housing report.  <i>Opportunity:</i> Stay engaged with the Guiding Homer’s Growth Conversation
	4. Engage in the Comprehensive Plan Process  <i>Opportunity:</i> Participate in public events <i>Opportunity:</i> Encourage business participation at public events <i>Opportunity:</i> Host a Commission event targeted to small businesses
<b>Mid Term Goals</b> 1 - 3 Years (2024 – 2027)	1. Refine how the EDC can work with KPEDD; Economic resiliency planning and other topics as they arise.  <i>Opportunity:</i> Attend annual KPEDD Industry Outlook Forum
	2. Downtown vitalization momentum and wayfinding/streetscape plan  <i>Status:</i> Wayfinding and Streetscape work ongoing through implementation activities in 2024-2025  <i>Task:</i> Participate in the Transportation Plan, focusing on a walkable town with greenspace and connected business districts  <i>Longer term:</i> Consider storefront/Downtown and landscaping improvement program

	<p>3. Engage in land planning for city property as well as the larger problems of constraints on the Spit, and within the Central Business District.</p> <p><i>Opportunity:</i> Participate in the Land Allocation Plan annual review</p> <p><i>Opportunity:</i> Participate in Comprehensive Plan and Zoning Code Rewrite projects</p>
	<p>4. Assess jobs training needs, workforce development, availability of workers and workforce supports including child care, housing.</p> <p><i>Opportunity:</i> Invite speakers to talk about workforce development such as KPB, South Peninsula Hospital</p> <p><i>Opportunity:</i> Engage in Comprehensive Plan and other outreach opportunities</p>
<p><b>Long Term Goals</b> 5 Years or More (2025+)</p>	<p>1. Multipurpose community center (HERC) Pioneer redevelopment vs new facility in a new location.</p> <p><i>Status:</i> The City is applying for funding to remediate the existing HERC site. Separately, there is discussion about finding a different site for a new facility.</p> <p>2. Plan for a new Business Retention and Expansion Plan BR&amp;E</p> <p><i>Opportunity:</i> Consider a funding request for the FY 2026-27 budget</p>

## 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).

***City of Homer  
Economic Development Advisory Commission***

***Vision Statement***

The Economic Development Advisory Commission provides a forum for civic and business engagement on behalf of the City of Homer with the goal of fostering sustainable growth of an economically diverse community while preserving its cultural and natural heritage to maintain a high quality of life.

***Mission Statement***

The Economic Development Advisory Commission (EDC) of the City of Homer is a volunteer advisory body that bridges citizens and city government. Our core mission is to foster sustainable economic growth, safeguard our rich culture and natural heritage, and promote a high quality of life for Homer residents and businesses.

The EDC serves as a resource for our local community by providing a platform for engagement in economic matters. Commissioners facilitate community quality of life initiatives and offer actionable recommendations to the City of Homer. Through collaboration and a lens of diverse perspectives, we aim to bring lasting value to our city. We believe that by engaging with our community and facilitating discussions on sustainable economic growth, we can play a role in shaping a positive economic future for our community.

## ECONOMIC DEVELOPMENT ADVISORY COMMISSION 2025 Calendar

	AGENDA DEADLINE	MEETING	CITY COUNCIL MEETING FOR REPORT*	ANNUAL TOPICS/EVENTS
<b>JANUARY</b>	Wednesday 1/8 5:00 p.m.	Tuesday 1/14 6:00 p.m.	Monday 1/27 6:00 p.m.	
<b>FEBRUARY</b>	Wednesday 2/5 5:00 p.m.	Tuesday 2/11 6:00 p.m.	Monday 2/24 6:00 p.m.	<ul style="list-style-type: none"> <li>• KPC Job Fair</li> </ul>
<b>MARCH</b>	Wednesday 3/5 5:00 p.m.	Tuesday 3/11 6:00 p.m.	Tuesday 3/24 6:00 p.m.	<ul style="list-style-type: none"> <li>• Clerk Reappointment Notices Sent Out</li> </ul>
<b>APRIL</b>	Wednesday 4/2 5:00 p.m.	Tuesday 4/8 6:00 p.m.	Monday 4/14 6:00 p.m.	<ul style="list-style-type: none"> <li>• Terms Expire April 1<sup>st</sup></li> <li>• SPH speaker</li> <li>• KPEDD Industry Outlook Forum</li> </ul>
<b>MAY</b>	Wednesday 5/7 5:00 p.m.	Tuesday 5/13 6:00 p.m.	Tuesday 5/23 6:00 p.m.	<ul style="list-style-type: none"> <li>• Annual Review of Commission's Bylaws</li> <li>• Advisory Body Training Work session</li> <li>• Election of EDC Officers</li> <li>• KPEDD CEDS Review</li> <li>• Update from Public Works Director</li> </ul>
<b>JUNE</b>	Wednesday 6/4 5:00 p.m.	Tuesday 6/10 6:00 p.m.	Monday 6/24 6:00 p.m.	<ul style="list-style-type: none"> <li>• Comprehensive Plan Review</li> <li>• Annual Review of EDC's Strategic Plan/Goals &amp; BR&amp;E</li> </ul>
<b>JULY</b>	No Regular Meeting			
<b>AUGUST</b>	Wednesday 8/5 5:00 p.m.	Tuesday 8/12 6:00 p.m.	Monday 8/25 6:00 p.m.	<ul style="list-style-type: none"> <li>• Capital Improvement Plan Review</li> <li>• Land Allocation Plan Review</li> </ul>
<b>SEPTEMBER</b>	Wednesday 9/3 5:00 p.m.	Tuesday 9/9 6:00 p.m.	Monday 9/22 6:00 p.m.	<ul style="list-style-type: none"> <li>• Workforce Development Speaker</li> <li>• Discussion items from Council?</li> </ul>
<b>OCTOBER</b>	Wednesday 10/8 5:00 p.m.	Tuesday 10/14 6:00 p.m.	Monday 10/27 6:00 p.m.	<ul style="list-style-type: none"> <li>• City Budget Review/Develop Requests *may be n/a during non-budget years</li> <li>• Title 21 zoning code Open House 10/22</li> </ul>
<b>NOVEMBER</b>	Wednesday 11/5 5:00 p.m.	Tuesday 11/1 6:00 p.m.	Monday 11/24 6:00 p.m.	<ul style="list-style-type: none"> <li>• Chamber's Annual Presentation to EDC</li> <li>• Approve Meeting Schedule for Upcoming Year</li> </ul>
<b>DECEMBER</b>	Wednesday 12/3 5:00 p.m.	Tuesday 12/9 6:00 p.m.	No Council Meetings	<ul style="list-style-type: none"> <li>*to be scheduled: Strategic Plan review when needed</li> </ul>

\*The Commission's opportunity to give their report to City Council is scheduled for the Council's regular meeting following the Commission's regular meeting, under Agenda Item 8 – Announcements/ Presentations/ Borough Report/Commission Reports.



## **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.