

HOMER CITY COUNCIL
491 E. PIONEER AVENUE
HOMER, ALASKA
www.cityofhomer-ak.gov



WORKSESSION
9:00 A.M. SATURDAY
OCTOBER 25, 2014
COWLES COUNCIL CHAMBERS

MAYOR BETH WYTHE
COUNCIL MEMBER FRANCIE ROBERTS
COUNCIL MEMBER BARBARA HOWARD
COUNCIL MEMBER DAVID LEWIS
COUNCIL MEMBER BRYAN ZAK
COUNCIL MEMBER BEAUREGARD BURGESS
COUNCIL MEMBER GUS VAN DYKE
CITY ATTORNEY THOMAS KLINKNER
CITY MANAGER WALT WREDE
CITY CLERK JO JOHNSON

WORKSESSION AGENDA

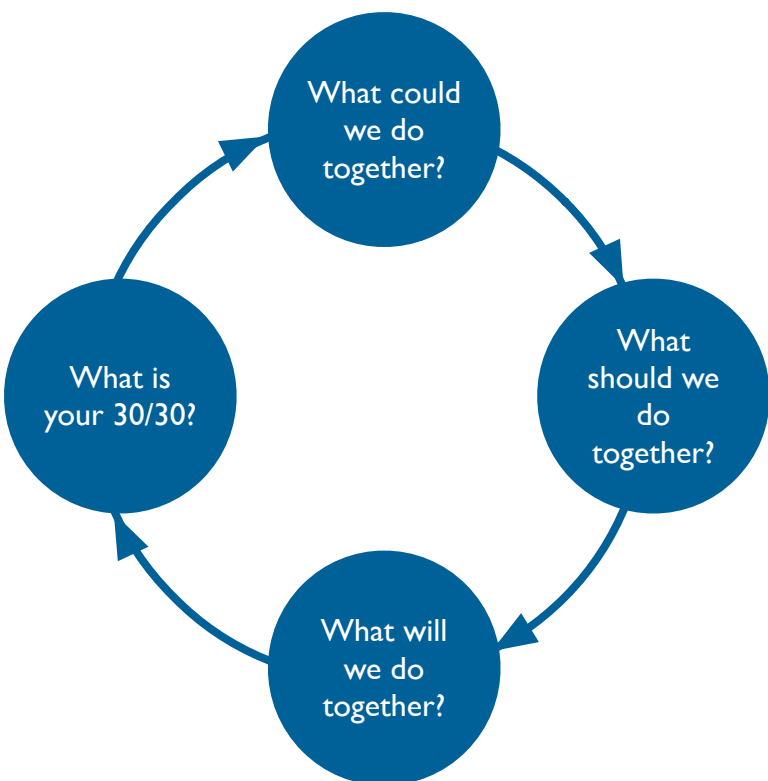
- 1. CALL TO ORDER, 9:00 A.M.**
- 2. AGENDA APPROVAL** (Only those matters on the noticed agenda may be considered, pursuant to City Council's Operating Manual, pg. 5)
- 3. STRATEGIC PLANNING**
- 4. COMMENTS OF THE AUDIENCE**
- 5. ADJOURNMENT NO LATER THAN 4:30 P.M.**
Next Regular Meeting is Monday, October 27, 2014 at 6:00 p.m., Committee of the Whole 5:00 p.m., and Worksession 4:00 p.m. All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

Strategic Doing in a Nutshell

Our economy is undergoing fundamental shifts. The integration of global markets, coupled with the explosion of the Internet in the late 1990's, created a "perfect storm" of deep economic change. To thrive in this environment, regional economies need balanced strategies that encourage new conversations, open networks, and collaborative investments that share risks and returns. Yet, the old approaches to strategy -- strategic planning -- do not work very well in moving us forward. The reason is simple. Strategic planning was designed to guide hierarchical organizations. It does not work in loosely connected networks where no one can tell anyone what to do.

Strategic Doing is an alternative.-- Strategic Doing enables networks of people to collaborate on complex projects. By following a discipline of guided conversations, a loose assembly of people can quickly generate a strategic action plan to keep their collaborations focused and on track. Strategic Doing involves answering four simple (but not easy) questions.

What could we do?-- In networks, opportunities emerge when we connect our assets. Strategic Doing begins with careful listening, so we can identify the assets in our network. We explore how we could "link and leverage" these assets in new and different ways. As we conduct these conversations, new opportunities emerge.



What should we do?-- We cannot pursue every opportunity. We need to start our collaborations by focusing on one. Deciding on what we should do involves defining a clear outcome with concrete characteristics that we can measure. In this way, we can agree on what success looks like. We forge agreement on what we should do.

What will we do?-- Translating ideas into actions involves defining a project with clear milestones to mark our path forward. In a network, execution is a shared responsibility. By making our commitments transparent, our network becomes resilient. We know quickly how we can adjust our actions when we run into obstacles.

What's your 30/30?-- Strategy is an ongoing challenge, a set of experiments that never ends. It is a continuous process of "learning by doing". Only by committing to this continuous learning and adjustment can we figure out what works. Transformation takes place when we grow our successful experiments.

City of Homer, Alaska Strategic Implementation Planning Technical Assistance Proposal

A. CED BACKGROUND AND COMMUNITY DEVELOPMENT EXPERIENCE

The mission of the University of Alaska Center for Economic Development (UACED) is to leverage the university's many resources to facilitate economic development efforts throughout Alaska. The UACED has been providing services to tribes, regional development organizations and other non-profit or public entities throughout Alaska since 1992.

The center has a positive and solid history of providing technical assistance and applied research related to economic development specifically to communities. A partial client list is attached within the appendix of this document. To list a few outcomes specifically, the center has provided advanced technical assistance to an average of 35 clients per year or more than 600 clients since its inception.

B. PROJECT UNDERSTANDING

The City of Homer, Alaska seeks the assistance of an outside organization to provide direction and strategy in the prioritization of existing development plans currently adopted by the City of Homer. The University of Alaska Center for Economic Development has more than two decades of experience partnering closely with Alaskan communities and municipal governments to strengthen community planning and development initiative efforts. The experience includes strategic planning and other forms of facilitation for city governments, chambers of commerce, ARDORs, and Alaska Native Corporations. Prioritization is a critical process which paves the way to effective strategy implementation. The UACED is prepared to assist in the development of a prioritized, strategy implementation plan. Through a facilitated planning session, the UACED will guide discussion in a narrowed, impactful direction, leading towards a clear and narrowed, prioritized implementation plan.

C. REQUEST FOR ASSISTANCE AND SCOPE OF WORK

The purpose of requesting a facilitated planning and prioritization session is to ultimately create a clear and narrowed focus for City projects. This focus centers on the goal of generating an effective impact through efficient and orderly pathways, complementing diverse projects happening simultaneously, and ultimately creating the best version of the community of Homer.

To accomplish these goals, UACED intends to utilize the process of Strategic Doing to generate a clear prioritization of existing plans and focus areas. Additionally, while leading session attendees through the prioritization process, Center staff will also be training City Council and department directors in a process which can be used in the implementation phase of the prioritized projects in a very similar way in which it will be used to identify priorities. Prior to the one-day planning session, Center staff will work with point persons from the City of Homer to ensure that any agenda plans and trainings developed for the session are in accordance with desired outcomes and systems.

During the one-day session, Center staff will guide Council members through the process of meaningfully prioritizing City goals and plans and teach skills which can later be used to continue the ongoing process of reprioritization as plan adaptations need to be addressed. Center staff will deliver a written summary of the prioritization plan which will be developed during the one-day planning session. Center staff will continue to work with appointed persons at the City of Homer on an as-needed basis as plan completion and interpretation occurs.

The University of Alaska Center for Economic Development is pleased to respond to the Request for Strategic Implementation Planning for the City of Homer, Alaska. We believe that we have a team with the necessary expertise to help you accomplish your comprehensive prioritization and implementation planning goals.

We are confident that the experience and skills of the UACED team will provide you with the necessary tools you need to move forward in plan prioritization and strategy implementation.

During an 8 hour session, the UACED team will:

- Initiate prioritization process by categorizing existing plans/projects into the portfolio model of civic innovation;
- Lead a numerical prioritization exercise within one strategic quadrant which will further prioritize specific plans and projects within that quadrant, providing a starting point for all sequential prioritization of plans and projects;
- Introduce Strategic Doing as an effective process to identify, prioritize, and implement projects that align with goals identified in existing plans;
- Utilize the Strategic Doing process to collectively identify pilot projects within the chosen quadrant;
- Guide participants through an engaging and practical training on Strategic Doing as a tool to actively and continually guide ongoing prioritization and strategy implementation initiatives.

Session participants will gain a clear initial implementation plan, and also learn critical skills in a process which will allow them to continue agilely adjusting and updating the plan to fit the ever-changing needs of their community.

Outside of the 8 hour session, The UACED team will:

- Work directly with City point persons to develop agenda for facilitated planning session;
- Provide City Council with a brief, yet comprehensive document which details the specific outcomes of the strategy session and provides a series of recommendations which will guide the continued implementation process with the goal of a desired 5-year action plan in mind;
- Clearly outline Strategic Doing action plan which can be implemented immediately and continued indefinitely;
- Work directly with City point persons to ensure thorough understanding and interpretation of all goals and strategies;
- Work directly with City point persons to determine if additional strategy session is needed;
- Offer additional direct support on an as-needed basis during initial plan implementation period.

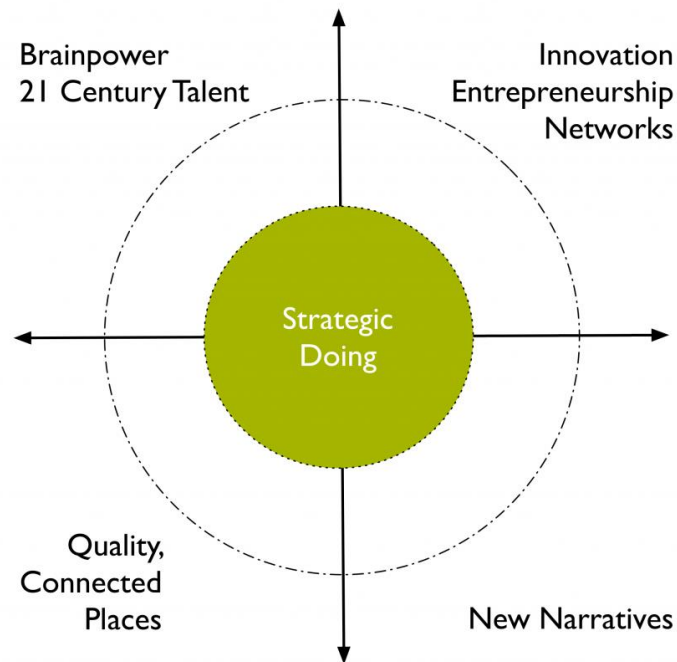
D. WORK PLAN

We believe UACED is ideally suited to assist with this challenging assignment. In addition to our understanding of the critical local issues that Alaskan communities face, we have the necessary planning, training, and implementation skills for the needed scope of services. In particular, the UACED team includes the only individuals in the state of Alaska who are certified in the innovative strategy implementation process known as Strategic Doing. We believe that Strategic Doing will be the most effective and agile approach to not only prioritize existing City plans, but to also provide a structure through which ongoing plans and projects can be effectively implemented. We look forward to working with the City of Homer on this very important planning initiative.

MAP PLANS AND PROJECTS INTO THE PORTFOLIO MODEL OF CIVIC INNOVATION

Prioritization can often be viewed as an overwhelming task. With so many options and avenues to choose from, how is one to know where to begin in prioritizing those plans, let alone actually get started on implementation? The first step to successful prioritization is categorization. Developed by Ed Morrison, Strategic Doing utilizes the portfolio model of civic innovation to categorize community goals and initiatives (see Figure 1 below). By sorting plans into the appropriate quadrants of the portfolio model, with the guidance of UACED staff, the City will begin to assess which area of development is initially most critical to initial and long-term successes.

Figure 1) Portfolio Model of Civic Innovation



Each quadrant of the portfolio model of civic innovation contributes to creating a thriving community. **Brainpower/21st Century Talent** includes plans and focus areas which contribute to recruiting and retaining community members who will lead and guide the community through the rapid changes that technology consistently creates. The **Innovation/Entrepreneurship Networks** quadrant houses plans which address the need to support local businesses and foster potential for increased innovation. In a rapidly-changing world, those who do those who do not innovate do not lead, and those who do not adapt disappear. In order to attract and retain innovators and 21st century talent, deliberate attention must be put into creating a community in which these individuals will want to live. The **Quality, Connected Places** quadrant includes the focus areas which center around community beautification and many other projects which create an atmosphere in which today's innovators and tomorrow's leaders will want to spend their time and energies. Finally, the **New Narratives** quadrant addresses those projects and plans which focus on how Homer is and could be perceived by both its residents as well as outsiders. What people say when they talk about Homer matters, and diverse City plans and projects can contribute to and shape that conversation.

During the planning session, UACED staff will thoroughly introduce attendees to the portfolio model of civic innovation and guide the process of sorting existing plans and/or projects into their respective quadrants. Through this exercise, City Council will discover which development sectors are most heavily weighted and from there decide where to begin in the prioritization process. While each quadrant holds equal value and importance in a strategic community development plan, for the purpose of this exercise, one quadrant will be identified as the most critical to initial success and be focused on more in depth for the duration of the exercise. The selection of this quadrant may quickly lead to an obvious focus area or may result in a lengthier, active discussion to reach an agreed upon decision. UACED staff will guide attendees through the selection process and offer insight into narrowing focuses and identifying starting points.

NUMERICAL PRIORITIZATION EXERCISE

Once a quadrant is identified as the collectively-selected area of focus, conversation will shift towards actual plans and projects categorized in that area. Center staff will guide conversations around ranking plans and projects in the chosen quadrant. A numerical prioritization exercise will be utilized to accomplish this purpose. Through structured and meaningful group discussion, plans and projects will be ranked according to strategies introduced by UACED staff.

Through the numerical prioritization exercise, attendees will learn the necessary skills to prioritize not only the plans and projects in the identified quadrant, but will also learn how to apply those skills to the prioritization plans and projects in the remaining three quadrants. Center staff intends to guide the Council through primary focus area prioritization of each quadrant and project prioritization for the quadrant which is identified as deeming immediate, prioritized action. Through this approach, training will be emphasized to equip attendees with the necessary skills to continue the prioritization process far beyond the plans and projects identified during this planning meeting.

With the primary focus area/quadrant thoughtfully identified and plans/projects within that quadrant meaningfully prioritized, City Council will have a clear and impactful platform from which to launch a strategy implementation process. If City Council requests further guidance and direct

assistance in any remaining prioritization projects, UACED is happy to explore additional partnership opportunities.

Because one quadrant alone does not hold the solution to a community’s development needs, plans from multiple quadrants may be identified to be implemented simultaneously in different focus areas of a comprehensive implementation strategy. Bearing this strong possibility in mind, Center staff will make recommendations to City Council on how an implementation strategy will address multiple focus areas and pilot projects through networks and community participation.

STRATEGY IMPLEMENTATION

Strategic plans offer meaningful guidelines and projections through which community strategy can be first approached. However, strategic plans alone do not offer a practical solution to community development. Without implementation, a plan, no matter how strategic, will not bear fruit and create meaningful development. For strategy implementation to actively be carried out, what is needed is not a *plan*, but rather a *process*. To equip City Council with the necessary skills to carry out strategy implementation, Center staff will introduce attendees to Strategic Doing.

Through the Strategic Doing process, attendees will learn how to address the rapid changes of our quickly progressing world by utilizing agile and effective implementation strategy. Just as multiple plans and projects must be prioritized, so too must one give weighted value to pilot projects and learn how to fail quickly and learn from those failures so as to adapt and continue to move forward towards new successes.

The traditional strategic planning method employs a rigid, linear structure of planning and implementation (see Figure 2 below). Planners spend a great deal of time building intricate and thorough plans. Once the plan is complete, there is typically a short burst of energy and action centered on plan implementation. However, due to a number of uncontrollable outside factors including changing economies, changing technologies, changing leadership, lack of implementation infrastructure, procedure, or personnel support, the plan is typically only relevant and used for implementation for a short time period.

Figure 2) Planning and implementation cycle of traditional strategic planning

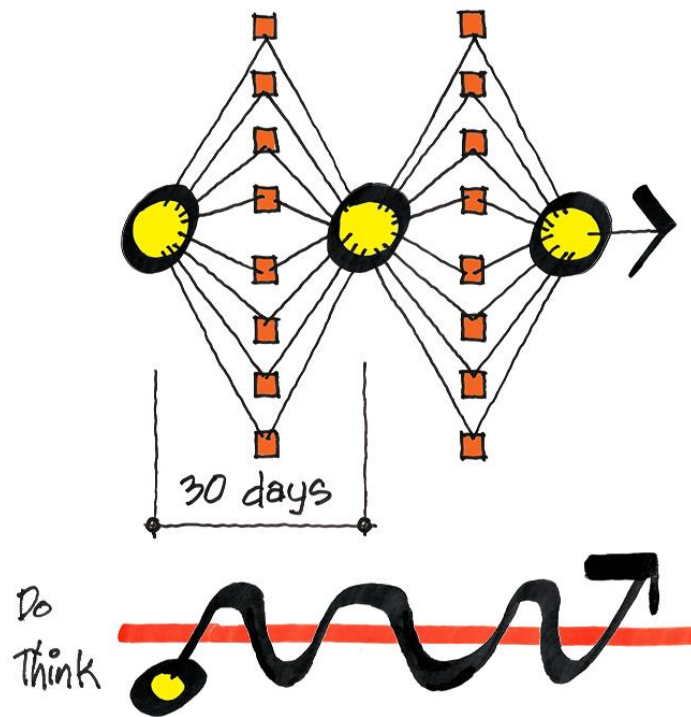


Strategic Doing © 2012 - Purdue Center for Regional Development

Strategic Doing, however, addresses planning and implementation in a unique and agile way (see Figure 3 below). Strategic Doing centers on a constant cycle of planning and implementation. This cycle is driven by a constant re-grouping of strategy implementers and collaborators as strategy is continually adjusted to allow for the un-ignorable outside changes that our world produces at a rapid

pace. When a group comes together frequently between regular and scheduled intervals, continuous strategizing and quick, agile adaptation can occur. When a group comes together to collaborate they are creating strategy and action plans. During the intervals in between meeting with the group, they are implementing that strategy utilizing that action plan. In this process, those responsible for strategy implementation are working within a structured, but flexible, process which allows them to act agilely and deliberately, continuously learning and adapting their plans to best fit the new challenges and uncontrollable changes that come their way.

Figure 3) Planning and implementation cycle of Strategic Doing



Strategic Doing © 2012 - Purdue Center for Regional Development

Strategic Doing equips practitioners with a process that focuses on action-oriented conversations and goals to progress projects forward. Through Strategic Doing, practitioners will move in the direction of their conversations and achieve tangible success.

E. BUDGET – CONTRACT RATE

CED Professional Support (approximately 65 hours for preparation, facilitation, and write-up of final plan) \$3,940

Travel to Homer for one facilitated session (two staff) \$1,160

Total Project Cost \$5,100

Appendices

Key Project Team Members

Melissa Houston, Certified Strategic Doing Guide

Ms. Melissa Houston, Certified Strategic Doing Guide, trained directly under Ed Morrison, the creator of Strategic Doing. Ms. Houston has devoted the past 18 months to learning from and working closely with other Strategic Doing practitioners within the Purdue Center for Regional Development. Ms. Houston has dynamic experience in introducing and leading diverse groups from across Alaska in the process of Strategic Doing. She has worked directly and extensively with communities on the Kenai Peninsula, including the city of Seward and the city of Soldonta. Both communities are currently engaged in Strategic Doing initiatives and generating meaningful and identifiable successes as they continue to move forward in identifying and achieving their community development goals. Ms. Houston holds a Bachelor's degree from Loyola University Chicago.

Nolan Klouda, Interim Director

Mr. Nolan Klouda is the Interim Director of the UACED. In this capacity, he manages a variety of technical assistance projects related to business planning, feasibility analysis, marketing development, business retention and expansion, and other economic development initiatives. He has successfully engaged and worked with tribal governments, municipal governments, non-profits, Alaska Native Corporations, and private business groups to assist them in realizing their strategic goals. His core areas of expertise include economic feasibility, program design and implementation, rural economic development, and engagement between the public and private sectors. Mr. Klouda holds a Master of Public Administration from the University of Kansas and a Bachelor's degree from Gustavus Adolphus College. In addition to education, he brings seven years of organizational leadership and development (including business and management consulting) experience to the UACED.

UA, Center for Economic Development – Partial Client List.

| Client/Community/Entity | Project |
|--|---|
| Feasibility Studies/ Business Plans | |
| State of Alaska | South Denali Visitor Center Feasibility Study |
| State of Alaska | South Denali Campground Business Plan |
| Shishmaref Native Corporation | Nome Hotel Feasibility Study |
| Ouzinkie Native Corporation | Ouzinkie Wilderness Lodge Feasibility Study |
| Ahtna Incorporated | Copper Center Machine Shop Feasibility Study |
| Chickaloon Village Traditional Council | Moose Creek Campground Business Plan |
| City of Seldovia | Multi-Use Facility Feasibility Study |
| Kenaitze Indian Tribe | Kenaitze Transportation Feasibility Analysis |
| Camp Fire Alaska | After School Program Market Analysis |
| Cordova Community Kitchen | Cordova Community Kitchen Feasibility Study |
| Project & Community Planning | |
| Alaska Peony Growers Association | Project Planning Assistance |
| Arctic Slope Regional Corporation | Tourism Development Plan |
| Arctic Development Council | Community Economic Development Strategy |
| Kodiak – St. Mary’s School | Management and Operations Mentoring |
| State of Alaska, DCCD | Organizational Strategic Planning |
| Fairbanks Community Cooperative Market | Cooperative Formation and Planning |
| POW Bio-Fuel Cooperative | Cooperative Formation and Planning |
| Alaska Peninsula Corporation | Economic Assessment and Planning |
| Workshop/Training/Conference | |
| City of Seward | BRE and Strategic Doing Facilitation |
| City of Soldotna | BRE and Strategic Doing Facilitation |
| Statewide | Economic Developer Practitioner’s Training |
| Kawerak and EDA | Management Development Training – Nome |
| Norton Sound/Western Alaska | Multiple Development Trainings and Workshops |
| Petersburg | Project Planning and Development Training |
| Research/Information Dissemination | |
| Alaska Business Monthly Magazine | Alaska Trends – Research, Report & Publish |
| Alaska Native Heritage Center | Research/Develop Business Start-up Guides |
| Institute for Social and Economic Research | Viable Business Enterprises in Rural Alaska |
| NANA Regional Incorporated | Northwest Alaska Retail Market Analysis |

Chapter 10 Implementation: *status update*

Key: ~~Strike Through~~ = accomplished

Blue Text & Italics = Status Update

Land Use. See Chapter 4 for details.

| Project | Timeframe | | | Primary Responsibility |
|---|-----------|----------|-------------|--|
| | Near Term | Mid Term | Longer Term | |
| Improved Zoning | | | | |
| <ul style="list-style-type: none"> Develop new zoning code to implement new categories. <i>Ongoing and have made good progress. Started with Mixed Use, Town Center, and Residential Office Districts.</i> | | | x | City, Planning Department and Commission |
| <ul style="list-style-type: none"> Work with the Comprehensive Plan Land Use Recommendation map on an area by area basis to determine the feasibility and acceptability of rezoning. <i>Ongoing and have made good progress.</i> | | | x | City, Planning Department and Commission |
| Improved Standards and Regulations | | | | |
| <ul style="list-style-type: none"> Create a new City subdivision code. | x | | | City, Planning Department and Commission, Public Works |
| <ul style="list-style-type: none"> Evaluate and consider shifting platting authority from Borough to City of Homer. <i>Reviewing Borough subdivision ordinance, high technical hurdles.</i> | | | x | City Council, Administration, Planning Department and Commission, Public Works and Kenai Peninsula Borough |
| <ul style="list-style-type: none"> Adopt new development standards for development in environmentally sensitive areas. Includes road construction practices. <i>Steep slope standards developed, CIP project submitted for storm water plan.</i> | x | | | City Planning Department and Commission, Public Works, Transportation Advisory Committee |
| <ul style="list-style-type: none"> Create new development standards for higher density residential development. <i>Ongoing. For example, secondary residential dwelling use has been opened up.</i> | | x | | City, Planning Department and Commission |
| <ul style="list-style-type: none"> Adopt building codes. | | x | | City Council, with future Building Inspector |
| Green Infrastructure | | | | |
| <ul style="list-style-type: none"> Evaluate incentives to promote development that uses the green infrastructure ideas presented in Appendix D. | x | | | City, Planning Department and Commission, |
| <ul style="list-style-type: none"> Develop new standards to address issues related to shore stabilization and ocean front development. <i>Shore stabilization standards developed.</i> | | x | | City Planning Department and Commission, |
| <ul style="list-style-type: none"> Adopt guidelines for sustainable development such as energy efficiency, use of recycled materials, and low impact landscaping in city buildings. <i>Ongoing. No official policy.</i> | x | | | City Administration, Council |

| Pattern of Development | | | | |
|--|---|---|--|---|
| ▪ Work with Borough to prepare mutually acceptable development standards. | | x | | City, with Kenai Peninsula Borough |
| ▪ Establish more specific criteria, process, schedule and objectives for possible future annexations. | | x | | City Council, Administration, Public Works, Finance, Planning |
| ▪ Amend city code to recognize the transfer of development rights to preserve environmentally sensitive or recreational areas. | x | | | City Planning Department and Commission, Borough |

Transportation. *See Chapter 5 for details.*

| Project | Timeframe | | | Primary Responsibility |
|---|-----------|----------|-------------|---|
| | Near Term | Mid Term | Longer Term | |
| Establish a Road Corridor Preservation Program and adopt appropriate ordinances (e.g., road standards, cost sharing mechanisms). | x | | | City, Public Works, Planning Department, Planning Commission, |
| Update the 1986 Master Streets and Roads Plan and the 2005 Transportation Plan. Implement the Transportation Plan. <i>Implementation of Transportation Plan is ongoing (for example, CIP project for east west connector, etc). Plan should be updated in 2015.</i> | | x | | City, Public Works, Planning Department, Planning Commission, Transportation Advisory Committee |

Parking

| | | | | |
|---|--|---|--|--|
| ▪ Construct strategically located parking lots in or near downtown. <i>Designated RV parking areas at HERC and Chamber.</i> | | x | | City, Administration, downtown businesses |
| ▪ Improve/increase on-street parking. | | x | | City, Planning Department and Commission, Public Works |
| ▪ Allow for shared parking and in-lieu fees for downtown businesses. <i>Partially complete: parking code has been updated and shared parking is easier to do. No work on in-lieu fee parking.</i> | | x | | City, Planning Department and Commission, |

Trails/Non-motorized Transportation

| | | | | |
|--|---|---|---|--|
| ▪ Develop bike/pedestrian friendly roadway design standards. | x | | | City Public Works, Transportation Advisory Committee |
| ▪ Implement the policy recommendations of the Non-Motorized Transportation Plan, e.g. an acceptance policy for trail easements. <i>Ongoing. Trails design manual in place. New trails have been built (Spit trail, for example).</i> | x | | | City Public Works, Administration |
| ▪ Build the recommended trail connections in the Non-Motorized Transportation Plan. <i>Ongoing.</i> | x | x | x | City Council, Public Works, Parks and Recreation Commission, Transportation Advisory Committee, Planning, nonprofits, developers |

Public Services & Facilities. See Chapter 6 for details.

| Project | Timeframe | | | Primary Responsibility |
|---|-----------|----------|-------------|---|
| | Near Term | Mid Term | Longer Term | |
| Fire & Emergency Services | | | | |
| <ul style="list-style-type: none"> Construct new building and training facility. <i>Preliminary design underway for new joint public safety building.</i> | | x | | City Administration, Council, Fire Department |
| <ul style="list-style-type: none"> Develop satellite facility on Skyline Drive. Completion date October 2014. | x | | | City Administration, Fire Department |
| <ul style="list-style-type: none"> Hire Fire Marshal/Code Examiner. | x | | | City, Council |
| <ul style="list-style-type: none"> Increase volunteer core to 50 people. | | x | | City, Fire Dept, volunteers |
| <ul style="list-style-type: none"> Increase marine fire/emergency response capabilities. Refurbished marine fire carts is a top 5 CIP priority. | | x | | City, Port & Harbor merchants & patrons |
| <ul style="list-style-type: none"> Increase training opportunities. Ongoing. | | x | | City, Fire Department |
| <ul style="list-style-type: none"> Update Emergency Operations & Hazard Plans. <i>EOP updated in 2013. Hazard Plan updated 2010, due for update in 2015.</i> | | | x | City, Fire Department |
| Police Department | | | | |
| <ul style="list-style-type: none"> Hire dedicated Homer Spit Officer for summer months. <i>When all officer positions are filled, one officer is assigned to the Spit during the summer.</i> | x | | | City, Council, Police Department, Port and Harbor |
| <ul style="list-style-type: none"> Address retention and recruitment issues, and retain a competitive compensation package. Ongoing. | x | | | City, Police Department, Council |
| <ul style="list-style-type: none"> Implement a reasonable vehicle replacement plan. <i>Have replaced 1 since 2010, 4 more need replacement.</i> | | x | | City Council, Administration, Public Works |
| <ul style="list-style-type: none"> Construct new building. <i>Preliminary design underway for new joint public safety building.</i> | | x | | City Council, Administration |
| Water & Sewer | | | | |
| <ul style="list-style-type: none"> Institute a community water conservation program and provide incentives. <i>New water rates promote conservation. Ample water supply for near future.</i> | x | | | City, Public Works, Finance, Council |
| <ul style="list-style-type: none"> Implement the Water Sewer Master Plan. <i>Ongoing. New water treatment plant, other capital projects in the works.</i> | x | x | x | City, Public Works, Finance, Council |
| <ul style="list-style-type: none"> Construct water and sewer lines to developed properties as demand warrants. <i>Ongoing. Master Plan is used to plat easements in new developments. Lines are constructed as requested through LIDs and HAWSP (latest example, K-Drive phase 2).</i> | | | x | City Public Works, Council |
| <ul style="list-style-type: none"> Develop a new water source. <i>Long term CIP priority.</i> | | | x | City, Administration, Public Works |
| <ul style="list-style-type: none"> Repair and rehabilitate sewer mains to reduce infiltration. <i>Sliplined 1800LF in central business district.</i> | x | | | City, Public Works |

| | | | | |
|---|---|---|---|--|
| <ul style="list-style-type: none"> Enact a sewer inflow reduction program. <i>Some money is budgeted for smoke testing but more education, code revisions and enforcement is needed.</i> | x | | | City, Public Works |
| Port & Harbor | | | | |
| <ul style="list-style-type: none"> Complete the Port and Harbor projects listed in Homer's current CIP, including: <ul style="list-style-type: none"> Create an East Boat Harbor Address general harbor maintenance and erosion control <i>Have a draft dredge management plan with Corps. Will be able to cross off the list soon.</i> Complete Homer Spit trail and harbor pathways Improve restrooms along the spit trail. <i>Ongoing. 2 have been improved, others are on the CIP.</i> Build new Port and Harbormaster facility. Completion date March 2015. | x | x | x | City, Council, Administration, Port and Harbor, ACOE, AKDOT |
| <ul style="list-style-type: none"> Address parking/develop spit shuttle <i>Have made improvements to parking through enforcement. Parking expansion project is on CIP. Homer Trolley offers seasonal shuttle.</i> | x | | | See land use City, Council, Administration, Port and Harbor |
| <ul style="list-style-type: none"> Monitor erosion of Spit <i>Ongoing. DOT installed rip rap along Spirt Road summer 2014. Harbor entrance erosion control complete in 2014.</i> | x | | | City, ACOE, AKDOT, KBRR, KPB Coastal Management District |
| Solid Waste | | | | |
| <ul style="list-style-type: none"> Institute measures to improve recycling among City departments. <i>About half of City facilities have office recycling.</i> | x | | | City Administration |
| <ul style="list-style-type: none"> Work with the Borough on developing future strategies for waste disposal. Landfill has been converted to transfer site for domestic trash. | x | | | City Administration, Borough |
| Library | | | | |
| <ul style="list-style-type: none"> Increase staff to respond to increased demand. <i>2014 increased .3 position and 1 seasonal employee. Current staff levels are able to respond to customers at the front desk. Additional 1.5 staff are needed behind the scenes to manage technology services, implement programming, and catalog and process books and materials.</i> | | x | | City Council, Administration |
| Administration | | | | |
| <ul style="list-style-type: none"> Build a new City Hall and Plaza. City Hall expansion and remodel complete. | | x | | City Council, Administration |

| Senior Services | | | | |
|---|---|---|---|---|
| <ul style="list-style-type: none"> Improve accessibility for senior citizens. Require all public facilities be accessible for seniors and individuals with disabilities. <i>Newer facilities are built ADA accessible. Library has additional ADA resources. No retrofitting has occurred at existing facilities.</i> | x | | | City Administration, Public Works, Planning Department and Commission |
| <ul style="list-style-type: none"> Encourage or create incentives for private businesses to provide or improve accessibility for seniors. | | x | | City, business community |
| Youth Services | | | | |
| <ul style="list-style-type: none"> Provide a range of activities and programs to benefit youth. <i>Continued work by Community Recreation, Library and Parks. Adequate staffing and facilities are limiting factors for the City. The needs assessment will identify community wide barriers and opportunities for non-city organizations and businesses. REC room provides youth services (non-profit).</i> | | x | | City, Parks and Recreation/Community Schools, nonprofits |
| Education | | | | |
| <ul style="list-style-type: none"> Continue to partner and work to support efforts of the Kenai Peninsula Borough School District. | | | x | City, KPB |
| Storm Water | | | | |
| <ul style="list-style-type: none"> Develop storm water design criteria for large parcel development. <i>Storm water plan submitted as CIP project.</i> | x | | | City, Public Works |
| <ul style="list-style-type: none"> Adopt area-wide storm water management standards. <i>Storm water plan submitted as CIP project.</i> | | x | | City, Public Works |
| <ul style="list-style-type: none"> Encourage the utilization of green infrastructure mapping as a means to identify and retain natural drainage channels and important wetlands, which serve drainage functions. <i>Ongoing. City uses environmental information for all developments and plats that are reviewed by the Planning Commission.</i> | x | | | City, Public Works, Planning |
| Community Capacity | | | | |
| <ul style="list-style-type: none"> Continue to work with residents and businesses to better understand community priorities, and to the extent possible, find resources to meet these needs. <i>Ongoing.</i> | x | | | City, All departments |
| <ul style="list-style-type: none"> Continue to work with citizen groups and nonprofit organizations which play a large role in providing desired services in Homer. <i>Ongoing. Collaboration with various area non-profits.</i> | x | | | City, Community |
| <ul style="list-style-type: none"> Increase the net revenues coming into the city, through managing costs and expanding the community's tax base. <i>Ongoing. Slight upward trend in revenue from 2010.</i> | x | | | City Council, Administration, Community |
| <ul style="list-style-type: none"> Support the efficient use of existing community facilities. Partner with organizations to keep city facilities operating beyond normal hours. <i>Ongoing. HERC building is used by community.</i> | x | | | City |

Parks, Recreation, & Culture. See Chapter 7 for details.

| Project | Timeframe | | | Primary Responsibility |
|--|-----------|----------|-------------|---|
| | Near Term | Mid Term | Longer Term | |
| Increase staffing at Parks & Recreation and determine if a merger with Community Schools would be appropriate. <i>A partial merger has taken place and P&R seasonal staffing has increased.</i> | | x | | City, City Council |
| Conduct parks inventory and needs assessment ; establish a park dedication ordinance. <i>A needs assessment is underway. No work accomplished on a park dedication ordinance.</i> | | x | | City, nonprofits, Public Works, Planning and Parks and Recreation Departments and Commissions |
| Establish, implement park landscaping standards. No progress. | x | | | City, Parks and Recreation |
| Build a city greenhouse to support the Homer beautification program. <i>Currently use the HS greenhouse, but demand for that facility by school district is growing and will push out City eventually.</i> | | | x | City, Administration, Parks and Recreation |
| | x | | | City, Parks and Recreation |
| Develop a community recreation facility. | | | x | City, nonprofits |
| Establish park endowment fund. | | x | | City, City Council, Friends groups, non-profits |
| Develop public restrooms in downtown. | x | | | City, Administration |
| Investigate multipurpose arts and cultural facility. <i>The needs assessment is assessing the need for a facility. Homer Council on the Arts is also assessing need.</i> | | x | | City Administration, nonprofits |
| Create a Parks and Recreation Master Plan. Still needed. <i>The results of the needs assessment is a piece of this future plan.</i> | x | | | City, Public Works, Parks and Recreation Department and Commission, Planning |
| Update the Beach Policy. <i>Ongoing, as requested by the public and P&R Commission.</i> | | x | | City, Parks and Recreation Commission, Police Department |

Economic Vitality. See Chapter 8 for details.

| Project | Timeframe | | | Primary Responsibility |
|--|-----------|----------|-------------|--|
| | Near Term | Mid Term | Longer Term | |
| Improve technology infrastructure. | | x | | City, businesses |
| Work with the University, KBC to develop education and vocation programs for Homer residents. <i>University is conducting a space needs assessment.</i> | | x | | City, Economic Development Commission, University, Students |
| Research and implement strategies to provide for a range of housing options. | | x | | City, developers |
| Accommodate and promote arts and culture events. <i>Ongoing.</i> | x | | | City, Public Arts Committee, nonprofits |
| <i>Tourism</i> | | | | |
| <ul style="list-style-type: none"> Provide adequate parking for Spit attractions and/or efficient shuttle service between downtown and Spit areas. <i>Homer Trolley serves as seasonal shuttle. Spit parking has been improved through enforcement.</i> | x | | | City/private |
| <ul style="list-style-type: none"> Prepare a Tourism Management Plan. | | x | | City, Chamber |
| <i>Natural Resources</i> | | | | |
| <ul style="list-style-type: none"> Expand the Deep Water Dock. <i>Feasibility study will be underway 2014.</i> | | | x | City Council, Port and Harbor Commission and Department |
| <ul style="list-style-type: none"> Support commercial fishing and fish processing. <i>Ongoing. For example, recently installed new power pedestals at System 5. Spit zoning has been updated and better accommodates these uses. Lease policy has been updated.</i> | x | x | x | City, Council, Lease Committee, Port and Harbor and Economic Development Commissions |
| Support staging areas for large development projects. <i>Ongoing. Allow for short and long-term leases at '30 acres' by Deep Water Dock.</i> | | x | | City, Council, Lease Committee, Economic Development Commission |
| Partner with and support the efforts of other organizations, such as the Chamber of Commerce, to plan for economic development. <i>Increased collaboration with Chamber (designated seats for City of Chamber board and Chamber on EDC).</i> | | x | | City, Council, Economic Development Commission, Chamber |
| Review and update the Comprehensive Economic Development Strategy as needed. <i>CEDS plan was updated in (2011).</i> | | x | | City, all departments, Council |

Energy Plan. *See Chapter 9 for details*

| Project | Timeframe | | | Primary Responsibility |
|---|-----------|----------|-------------|--|
| | Near Term | Mid Term | Longer Term | |
| Create an energy plan. | | x | | City - Administration |
| Implement the Climate Action Plan, employee Sustainability Guidebook , and strategies to grow and maintain the Sustainably Fund. <i>Implementation of Climate Action Plan ongoing. Sustainability fund functional.</i> | x | | | City – Administration, City Council |
| Improve energy efficiency and conservation in City facilities. <i>Ongoing. Converting City facilities to natural gas, interior and exterior lighting upgrades, new motors at water treatment plant, tracking energy costs at City facilities.</i> | x | | | City - Administration |
| Create a solid waste and recycling plan for City operations, and update procurement policies to reduce “upstream” waste and pollution. | x | | | City – Administration, Finance |
| Partner with public, private and non-profit organizations to implement a plan to reduce, reuse and recycle solid waste. | | x | | City Administration, borough, public and private organizations |

Homer Spit Comprehensive Plan Implementation

Key: ~~Strike through~~ = accomplished *Blue italicized text* = status update

1. Land Use and Community Design

Goal 1.1 Maintain the variety of land uses that establish the unique “Spit” character and mix of land uses.

| Objective | Strategies | Responsibilities |
|---|--|---|
| <p>Revise zoning to protect character and enhance commercial, industrial, and public facilities development</p> | <p>Identify appropriate residential uses on the Spit.</p> <p>Similar land uses (such as charter offices, boat and gear sales, tourism activities) shall be encouraged to cluster to achieve a mix of related activities and minimize adverse impacts on other activities.</p> <p>Consider a 25-foot building height limit, with a Conditional Use Permit (CUP) process for buildings up to 35 feet.</p> <p>Encourage all developments to provide amenities such as bike racks, benches, picnic tables, trash cans, and landscape features such as planters and art.</p> <p>Review Spit parking requirements and possible solutions.</p> | <p>Planning Department</p> <p>Planning Commission</p> <p>Port and Harbor Commission</p> |
| <p>The City should plan for the future land use of City-owned properties</p> | <p>Reserve and cluster industrial land at specific nodes, including east and south of harbor.</p> <p>Better utilize the limited land available for industrial and economic development. <i>This has been addressed from a zoning perspective.</i></p> <p>Reserve sufficient land by the deep water dock for future industrial development.</p> <p><i>Developed short and long term leasing program for 30 acres near DWD.</i></p> <p>Designate “overslope” for commercial use focus on south and west sides.</p> <p><i>Have recommended areas for overslope development (harbor). New harbormaster building overslope.</i></p> | <p>City Council</p> <p>Port and Harbor Commission</p> |

| | | |
|---|---|--|
| Address marine commercial and marine industrial zoning | Submit draft ordinance to Planning Commission and City Council. Consider zero lot line construction and the amount of right of way realistically needed to support specific uses at build out. <i>Are mechanisms in code for zero lot line development, however it is very expensive construction due to fire code.</i> | Planning Department Planning Commission |
| Review land lease policy and determine impact on leasing and character of leasing | Continue reviewing lease policies periodically. City leases shall include land sufficient for businesses and minimal employee parking. <i>Extensive review of lease policy in 2010.</i> | City Council |

Goal 1.2 Improve the permanence and character of new commercial development.

| Objective | Strategies | Responsibilities |
|---|---|------------------|
| Develop standards for public property development | Revisit design guidelines for overslope development to provide more specificity for development at harbor overslope, considering issues such as lot size, legal access, and parking policies. | City Council |

Goal 1.3 Provide public facilities that attract residents and visitors to the Spit.

| Objective | Strategies | Responsibilities |
|---|---|--|
| Provide amenities that aid residents and visitors | Identify locations and needs for restrooms/showers. <i>Locations for restrooms have been identified, some constructed. Challenges with City providing showers, there are seasonal private providers of showers.</i> | Port and Harbor Department, harbor users, leaseholders |

| | | |
|--|---|--|
| <p>Provide enhanced park and recreation facilities</p> | <p>Identify and prioritize public recreation needs on the spit, and include projects on the CIP. Refer to the Master Parks and Recreation Plan, chapter 7, in the 2008 Comprehensive Plan.</p> <p>Prepare a master plan for development of a new community gathering space at the site of the existing City campground north of Freight Dock Road (pier 1 area).</p> <p>Provide kayak launching facilities.</p> <p>Set aside a new community park. <i>End of the Road Park.</i></p> <p>Evaluate and develop a plan for non-boating access to fishing opportunities.</p> <p><i>End of the Road Park development has created more non-boating fishing.</i></p> <p>Construct weather-protected picnic and outdoor meeting facilities. <i>Covered pavilion at DWD.</i></p> <p>Open space recreation uses shall be encouraged on the west side of the Spit on public land.</p> | <p>Public Works Department/Parks and Recreation Division Chamber of Commerce</p> |
|--|---|--|

Goal 1.4 All development should recognize, value, and complement the unique natural resources on the Homer Spit.

| Objective | Strategies | Responsibilities |
|--|---|--|
| <p>Preserve and protect important wildlife and bird sanctuary areas.</p> | <p>Require site-specific handling requirements for all runoff from parking areas. <i>New development considers run-off.</i></p> <p>Provide information on preventing the growth of noxious weeds.</p> <p>Encourage the use of native plant materials for all landscaped areas. <i>New projects have used native species.</i></p> <p>Encourage the presence of interpretive programs to identify plant and animal resources.</p> <p>Clearly sign beach areas designated off-limits for motorized travel.</p> | <p>Planning Department Parks and Recreation Division State of Alaska, DNR Parks Non-profit Organizations US Fish & Wildlife Services</p> |

| | | |
|---|--|-------------------------|
| Identify private lands to become conservation areas | Buy private property from willing landowners for conservation purposes. Encourage containment and cleanup of junk. <i>Removal of derelict vessels.</i> The City should pursue ownership or preservation of the west side of the Spit for open space recreation, camping, and view shed protection. | City Council |
| Allow the natural transport of sediments along the west side of the Spit to continue uninterrupted. | Proponents of bulkheads, groins, breakwaters, or other devices shall demonstrate that their project will not adversely disrupt this sediment transportation. <i>Development has allowed natural sediment transport to continue.</i> | Public Works Department |

Goal 1.5 Respond to seasonal land use demand fluctuations.

| Objective | Strategies | Responsibilities |
|--|---|--|
| Ensure that high demand seasonal uses are given priority | Allow interim/temporary uses of vacant City land when they are supportive of seasonal demands (fishing, tourism, etc.). Rationalize parking areas to make sure demand is met but at the same time, reduce the overall footprint and visual impact. | Port and Harbor Commission Administration Port & Harbor Department |

Goal 1.6 Protect public access to and enjoyment of the Spit’s unique natural resources.

| Objective | Strategies | Responsibilities |
|--|---|---|
| <p>Maintain and protect traditional public use of the beaches along the Spit such as gathering coal, shellfish, fishing and other recreational activities.</p> | <p>Inventory and identify key traditional use areas and access routes.</p> <p>Obtain public ownership of land on the Spit especially focused around key sites.</p> <p>Conservation of the Mud Bay area of the Spit.</p> <p>Maintain and increase public access to the harbor and beaches to improve opportunities for fishing, and other recreational activities.</p> <p>Minimize conflicts between motorized and non-motorized users on the Spit. Install signage to educate ATV users about responsible ATV use.</p> | <p>Public Works Department</p> <p>Parks and Recreation</p> <p>Planning Department</p> <p>Port and Harbor Commission</p> |
| <p>Protect the scenic, natural and aesthetic resources.</p> | <p>Encourage the build-up of driftwood on Spit Beaches. <i>In beach policy.</i></p> <p>Use native landscape elements in public design projects (beach grass, driftwood).</p> <p><i>Ongoing. New projects have used native species/driftwood.</i></p> | <p>Public Works Department</p> <p>Parks and Recreation</p> <p>Planning Department</p> <p>Port and Harbor Commission</p> |

2. Transportation

Goal 2.1 Enhance and protect the Spit’s critical role in regional marine transportation.

| Objective | Strategies | Responsibilities |
|---|--|---|
| <p>Prioritize transportation and land use decisions to support waterfront dependent activities</p> | <p>Priority for use of the Small Boat Harbor and distal end of the Homer Spit shall be marine commercial, marine industrial (fishing), industrial transportation, waterfront tourism, and recreation (both day use and outings across the bay). <i>Acquired land from the state around the Deep Water Dock. Obtained an exemption for the Port and Harbor from the Critical Habitat Area.</i></p> <p>Enhance the connectivity and infrastructure needed to support Deep Water Cargo activities and Main Dock Areas. <i>Feasibility phase of DWD expansion RFP advertised.</i></p> <p>The City shall reserve right-of-way for access to the east side of the harbor.</p> | <p>Port and Harbor Public Works Administration City Council</p> |
| <p>Balance cruise ship and other commercial activities. One should not happen at the expense of another</p> | <p>Improve cruise ship passenger disembarkation area by the Deep Water Dock.</p> <p>Create way finding kiosks along the harbor. <i>Flags around the harbor serve as way finding kiosks accompanied by strategically placed “you are here” maps.</i></p> <p>Create a covered harbor overlook area in near ramp 7 or the Deep Water Dock and the harbor entrance.</p> <p>Consider temporary solutions and how to prioritize improvements for cruise ship passengers, since the number of port calls varies year to year. Temporary solutions not needed with \$6 million in permanent cruise ship passenger vessel improvements complete using dedicated Commercial Vessel Passenger Tax funds.</p> | <p>Port and Harbor Public Works Administration Existing commercial/retail business owners Excursion vendors Chamber of Commerce</p> |

Goal 2.2 Improve traffic flow and safety on the Sterling Highway (Homer Spit Road).

| Objective | Strategies | Responsibilities |
|--|--|--------------------------------|
| <p>Maintain the capacity of the Sterling Highway (Homer Spit Road)</p> | <p>Limit number of access points to the Sterling Highway.</p> <p>Initiate a Reconnaissance Study to better define and control crossing points in the harbor commercial area. <i>Entire boardwalk area is now a crossing zone.</i></p> <p>Evaluate traffic calming as an element of the Reconnaissance Study. <i>Addressed traffic calming and pedestrian crossing through agreement with ADOT.</i></p> <p>Enter Memorandum of Agreement with ADOT&PF to address parking, maintenance, and management of the right of way.</p> | <p>ADOT Administration</p> |

Goal 2.3 Provide adequate and safe facilities for pedestrians and bicyclists.

| Objective | Strategies | Responsibilities |
|---|--|---|
| <p>Provide safe walkways and trails</p> | <p>Develop pedestrian plan for Spit.</p> <p>Work with DOT on solutions such as crosswalks.</p> <p>Plan and design the proposed bike path extension to meet the needs of bicyclists and pedestrians.</p> <p>Plat easements for walkways in commercial areas and along overslope area.</p> <p>Require provision of connectivity between adjacent commercial properties in permit process/zoning language.</p> <p>Connect harbor to Seafarers Memorial with trail.</p> <p>The City shall reserve 15' pedestrian/safety rights-of-way and access for overslope development around the periphery of the small boat harbor.</p> <p>Construct pedestrian pathway around northerly harbor rim.</p> | <p>Public Works Department Planning Department Port & Harbor Dept</p> |

Goal 2.4 Provide improved multi-modal transportation on and to the Spit.

| Objective | Strategies | Responsibilities |
|---|---|--|
| Support year round car ferry service to the outlying communities of Kachemak Bay | Participate in a public or private task force or organization. <i>AMH provides year round ferry service to Seldovia.</i> | City Council Economic Development Commission, Chamber of Commerce Administration |
| Encourage a shuttle bus system during peak summer months to transport visitors and employees to town, lodging and remote parking. | Participate in a public or private task force or organization. Create business plan/model to determine funding/cash flow. <i>Private company, Homer Trolley shuttles to/from the Spit.</i> | |

Goal 2.5 Improve organization, wayfinding, and location of parking and harbor facilities

| Objective | Strategies | Responsibilities |
|---|---|---|
| Better define parking locations | <p>Separate long term parking from short term/day use parking.</p> <p>Designate specific areas for RV parking.</p> <p>Provide loading zones for delivery trucks and motor coaches in the retail district.</p> <p>Implement a fee and permit system for long term parking.</p> | Port and Harbor Planning Department |
| Provide coherent wayfinding system for parking, and restrooms | <p>Establish a consistent theme for all parking graphics and signage.</p> <p>Develop color or other graphic/design feature to clearly indicate intended use.</p> <p>Clearly identify City of Homer as owner and requirements for use of lots.</p> <p>Clearly label all ramps so they are visible from the roads and parking lots.</p> <p>Create a kiosk or signage at each ramp and restroom showing the layout of the harbor, and parking in the immediate area of the user. <i>The new Spit Trail has way finding signage and flags.</i></p> | Port and Harbor Planning Department |
| Define loading and unloading areas | <p>Create a bus loading zone near the harbormasters office.</p> <p>Analyze options for a turn around/cul de sac/roundabout at End of the Road Park.</p> | Port and Harbor ADOT City Council |

3. Economic Vitality

Goal 3.1 Improve the local economy and create year-round jobs by providing opportunities for new business and industrial development appropriate for the Homer Spit.

| Objective | Strategies | Responsibilities |
|---|--|--|
| Enhance the circulation and safety in the fish dock area | <p>Create site-specific land use study for fish dock/processing/ice house area. <i>CIP project for truck loading facility improvements.</i></p> <p>Develop appropriate safety measures on Fish Dock Road. <i>Alternate pedestrian route to Coal Point Park developed.</i></p> <p>Construct an observation deck near the Fish Dock.</p> | <p>Port and Harbor Dept Parks and Recreation</p> |
| Enhance east harbor area for industrial use | <p>Review zoning for adequacy of provisions for industrial growth.</p> <p>Compress trailer parking to ensure there is no encroachment into needed industrial reserve lands.</p> <p>Expand the port facilities and freight capacity for improved transportation of goods and materials in and out of Homer. <i>DWD expansion, barge mooring.</i></p> <p>Expand and improve the deep water dock and other related port facilities. <i>DWD feasibility study advertised.</i></p> <p>Improve Outer Dock Road. <i>Freight Dock Road has been paved and a path to get pedestrians off of Outer Dock Road has been installed.</i></p> | <p>Public Works Planning Department Port and Harbor</p> |
| Determine economic development opportunities for “value added” growth such as | <p>Encourage development related to the fishing, fish processing, and boating industries. <i>Ongoing.</i></p> <p>Host economic development forum and determine opportunities for value added growth. <i>CEDS development process (adopted 2011).</i></p> | <p>Alaska Economic Development Corporation Planning Department Chamber of Commerce</p> |

| | | |
|--|---|---|
| processing, small scale local retail, and restaurants serving local products | | Processing plant managers/operators |
| Determine incentives needed to promote Overslope development | Analyze and develop market plan for development. Determine alternate incentives that would encourage growth. Identify sources of funding or implementation actions for identified incentives. | Public Works Department Port and Harbor Commission Alaska State DEC Finance Department |

4. Natural Environment

Goal 4.1 Manage conservation areas and the natural resources of the Spit to ensure continued habitat and biological diversity.

| Objective | Strategies | Responsibilities |
|--|--|--|
| Minimize human impact on conservation areas. | Avoid development on city owned tidelands adjacent to Conservation areas, such as Louie’s Lagoon and Mud Bay. Minimize all development that is not marine related within the Kachemak Bay Critical Habitat Area, defined as below the 17.4 ft mean high tide. Improvements to public lands should focus active recreation on the west side of the Spit, Mariner Park, and south of the Fishing Lagoon. | Port and Harbor Dept Parks and Recreation |

| | | |
|--|---|---|
| <p>Purchase or obtain conservation easements on private lands on the Spit, such as between north of the hockey rink, and the base of the Spit.</p> | <p>Work with willing land owners to conserve land through methods such as conservation easements, or public or nonprofit ownership. Consider purchasing first right of refusal options, right of occupancy for remainder of lifetime or other less traditional methods that will ensure conservation of the properties at some point in the future.</p> | <p>Public Works Planning Department Port and Harbor</p> |
|--|---|---|

Goal 4.2 Support environmentally responsible harbor operations by all user groups. Activities such as power washing and scraping, sanding and painting may not be allowed in the harbor in the future due to environmental regulations.

| Objective | Strategies | Responsibilities |
|---|--|---|
| <p>Support and implement the Alaska Clean Harbor Pledge</p> | <p>Implement relevant portions of Chapter 9 Energy, from the 2008 Comprehensive Plan, such as energy efficient public buildings, recycling and solid waste management.</p> <p>Implement a bilge water management program.</p> <p>Pursue public education on boat cleaning agents, to reduce the use of harsh chemicals such as bleach.</p> | <p>Public Works Planning Department Port and Harbor</p> |
| <p>Support the concepts presented in “Clean Boating for Alaskans”</p> | <p>Continue to support environmentally responsible boating habits. Partner with harbor user groups on public education and providing appropriate facilities.</p> <p><i>Homer Harbor designated first “Alaska Clean Harbor.”</i></p> | <p>Port and Harbor Harbor user groups</p> |

Goal 4.3 Manage Storm Water Runoff

| Objective | Strategies | Responsibilities |
|--|--|---|
| <p>Address stormwater issues, puddling, and erosion</p> <p><i>Storm water master plan on CIP</i></p> | <p>Explore better parking lot maintenance and storm water management approaches such as rain gardens, settling ponds and shallow ditches. Use to also help define parking areas, particularly where winter maintenance is not needed. Parking revenues could be used to help pay for these projects.</p> <p>Create a spit drainage and grading plan. Drainage needs to be planned and implemented block by block rather than haphazardly for all properties.</p> | <p>Public Works Port and Harbor</p> |

Goal 4.4 Manage the Port as a working harbor, for both recreational and working vessels

| Objective | Strategies | Responsibilities |
|---|---|---|
| <p>Remove derelict vessels</p> | <p>Continue to get rid of boats not paying moorage; the harbor is not a storage facility or museum. Harbor expansion is expensive; the harbor should be fully utilized by active users. Dead boats can also be an environmental hazard if no one is responsible for making sure they don't sink or leak.</p> | <p>Public Works Port and Harbor</p> |



CITY OF HOMER

POLICE DEPARTMENT

4060 HEATH STREET HOMER, AK 99603-7609

EMERGENCY 911
TELEPHONE (907) 235-3150
TELECOPIER (907) 235-3151

MEMORANDUM

DATE: October 13, 2014
TO: Jo Johnson, City Clerk
FROM: Mark Robl, Chief of Police
SUBJECT: Strategic Implementation Planning Updates

I would like to list “Addressing retention and recruitment issues” as our number one priority. I view it as an issue requiring “Near Term” designation.

Next, I would like to remove “Hire dedicated Homer Spit Officer”, replace it with “Increase Patrol Staff to Reduce Officer Case Loads and Improve Patrol Effectiveness”. This should be listed as our second item with a time frame of “Near-term”.

I would also like to add another goal; “Hire a School Resource Officer and Initiate a School Resource Officer Program”. This could receive a “Longer Term” designation.



City of Homer

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Planning

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This is a review of work done in relation to the Comprehensive Plan Land Use Chapter. The plan does not do a comprehensive job of listing all implementation items in relation to all those mentioned in the narrative of the plan. I have divided this into three sections. The first being items in relation to the narrative of the plan, second in relation to the implementation tables and third is items to be considered from the narrative.

Work in relation to goals for in Land Use Chapter (Chapter 4) of the Homer Comprehensive Plan.

GOAL 1: Guide Homer's growth with a focus on increasing the supply and diversity of housing, protect community character, encouraging infill, and helping minimize global impacts of public facilities including limiting greenhouse gas emissions.

- Permitting an accessory dwelling in UR, RO, CBD district (infill, supply and diversity of housing, infill)
- Creation of Gateway and Scenic Gateway Corridor Overlay Districts (protecting community character)
- Creation of East End Mixed Use District (infill)
- Creation of Town Center District (infill)
- Creation of new parking standards including shared parking (infill, global impacts, community character)
- Sing ordinance revision (community character)
- Updated Residential Office District (storm water standard and commercial construction- set back requirements in relation to Fire Marshal requirements)

GOAL 2: Maintain the quality of Homer's natural environment and scenic beauty.

- Developed Green Infrastructure Map
- Developed Steep Slope Ordinance (established setbacks)
- Developed trail standards
- Developed dirt work ordinance
- Acquired land for protection (water shed)
- Review of wetland permit and status through local permitting process
- Storm water standards created citywide

GOAL 3: Encourage high quality buildings and site design that complements Homer's beautiful natural setting.

- Established consistent development approval process (including application review of standards)
- New developments are required to have utilities installed underground
- New developments move utilities underground (city hall expansion)
- Clarified 15ft utility easement requirement in code

GOAL 4: Support development of a variety of well-defined commercial/business districts for a range of commercial purposes.

- Creation of flexible/shared parking regulations
- Completion of standards for town center development
- Creation of East End Mixed Use District
- Development of proposed marine commercial/industrial districts
- Updated Conservation District (allowance for private parcel to be zoned Conservation)

GOAL 5: Maintain high quality residential neighborhoods; promote housing choice by supporting a variety of dwelling options.

- EEMU District housing regulations
- Allowance for accessory dwelling
-

Items from implementation table sometimes in addition to or independent from items listed above which were drawn from Comprehensive Plan narrative. Strike out indicates completion.

Improved Zoning

- Develop new zoning code to implement new categories. LT (*started with Mixed Use District, Town Center District and Residential Office District*)
- Work with the Comprehensive Plan Land Use Recommendation Map on an area by area basis to determine the feasibility and acceptability of rezoning. LT
- ~~Flesh out specific development standards and guidelines for commercial zones; create a Town Center overlay zone to better differentiate downtown, auto-oriented neighborhoods. NT~~
- Define the boundaries for and then develop an overlay zone for Old Town so buildings in that portion of the district feature an "old Homer" historical character. NT – (*property owner driven*)

- Flesh out specific development standards and guidelines for R-2 residential zone, to create a transitional zone between urban and rural. NT (*reviewed and found not ready for implementation*)

Improved Standards and Regulations

- ~~Create a new City subdivision code. NT~~
- Evaluate and consider shifting platting authority from Borough to City of Homer. LT (*reviewing Borough Subdivision Ordinance, high technical hurdles*)
- ~~Develop new parking standards for CBD to support higher density, more walkable commercial areas. NT~~
- Establish development standards for development in environmentally sensitive areas (wetlands, steep slopes), including upgrade of drainage policies, road policies, stream setbacks. (*submitted for storm water planning CIP project*) NT
- ~~Establish development standards for higher density residential development, landscaping, lighting, grading, viewshed protection. MT~~
- Establish development standards for Cluster Housing/Open Space Ordinance. NT
- Establish standards for Student Housing Development. MT
- ~~Amend non-conforming use ordinance. NT~~
- Review and consider revising existing Planned Unit Development code. MT
- Support LEED or other building efficiency programs. MT
- Adopt building codes. MT
- ~~Establish a maximum building setback for Town Center. NT~~

Green Infrastructure

- Evaluate incentives to promote development that uses the green infrastructure ideas presented in Appendix D. NT
- ~~Develop new standards to address issues related to shore stabilization and ocean front development. MT~~
- ~~Pursue sustainable development measures that promote energy efficiency, use of recycled materials, and low impact landscaping in city buildings. NT~~

Pattern of Development

- Work with Borough to prepare mutually acceptable development standards. MT
- Establish a clear policy regarding delivery of City water outside of city limits. NT
- Establish more specific criteria, process, schedule and objectives for possible future annexations. MT
- Amend city code to recognize the transfer of development rights to preserve environmentally sensitive or recreational areas. NT
- ~~Develop a Homer Spit Master Plan. NT~~

Things on the horizon to address

Goal 1.

- Mixed use in and increased residential in RO (*some addressed in RO rewrite*), 'college' district, east side commercial district, residential as a secondary use in GC1
- Reflection on proposed land use map (*boundaries, timeframe for suggested districts, reconsideration of suggestions*)
- Creation of standards for transitional R2 District (*reviewed and PC found not ready for implementation*)
- Consider application of cluster development, PUD and subdivision ordinance
- Standards for management of storm water (*proposed storm water management planning in CIP*)
- On-site septic systems regulations
- Architectural and site development standards and standards for associated infrastructure (p4-9, no.5)
- Re-evaluate height standards (*dependent on acquisition of ladder truck*)
- On-site septic standards
- Keep in mind Objective D & E Implementation Strategies (4-10) in evaluation of all of the above (*Public infrastructure*)

Goal 2.

- Consider incentives for use of Green Infrastructure Map
- Develop standards to limit bluff erosion (coastal)
- Standards for bluff stabilization projects (coastal)
- Develop system to make use of Green Infrastructure in review process (objective C)
- Review stream setbacks
- Continue to recommend acquisition of property for protection and recreation
- Consider land trades or variations of transfer of development rights
- Work with borough to collaborate on environmentally responsible development practices.
-

Goal 3.

- Adopt building codes or inspection program
- Develop additional standards regarding low impact development, LEED, view protection

- Coordinate with DOT and KPB to comply with Homer design standards outside of Homer???
- Create subdivision code/strengthen city's position

Goal 4.

- New east-west corridor (*working on*)
- Develop public parking (*worked with chamber for in town RV parking*)
- Encourage mixed-use
- Create "old Town" district
- **Create financing strategies for improvements
- Locate high density and affordable housing in CBD
- Improve trail connections (*usually initiated by staff suggestions and recommendations*)

Goal 5.

- Review PUD per implementation strategy 3 p. 4-18
- Promote KBC student housing (*repeat*)
- Review Rural Residential District in light of retaining rural character (*lot size and tied up with excluding or rezoning transition areas where dense development has occurred or is likely*)
- Promote denser development following infrastructure
- Establish minimum lot sizes for RR (*tied up with excluding or rezoning transition areas where dense development has occurred or is likely*)
- Consider impact fee or other methods to support public infrastructure
- Consider incentives or partnerships for affordable housing

Goal 6. Annexation Standards

ANOTHER DAY

Special assessment and LID process – impact fees

Review of other chapters for appropriate body's



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Memorandum

TO: City Council

THROUGH: Walt Wrede, City Manager

FROM: Ann Dixon, Library Director

DATE: October 7, 2014

SUBJECT: Homer Comprehensive Plan Update

I'd like to add some information to the Plan update that may be useful in understanding the current and long-term services, priorities, and needs of the Homer Public Library. Because the Library is such a wide-ranging resource, these services fall into more than one category as outlined in the Plan.

Library Services

Additional staff is needed simply to keep up with the current workload. In addition, Library staff is striving to update and improve the collection of books and other materials after years of underfunding. It takes staff time, as well as money for materials, to update a collection. The process involves evaluation of existing materials, finding appropriate replacements, filling subject "holes" with new materials, purchasing, cataloging, preparing materials for check-out and accounting. We currently need at least 1.5 additional staff to handle the existing workload and make significant headway in improving the collection.

A mid-term need is for a .5 position to handle programming. Currently the Friends of Homer Library Coordinator (approximately a half-time position) provides a significant amount of support in the area of library programming. If for any reason the Friends were no longer able to fund that position, we will not be able to offer our current level of programming. While I very much appreciate their continuing contribution to library programming, it's not wise to assume it will always be available at that level. At some point in the mid-to-long term the Library needs to fund a Program Coordinator position.

Senior/Disabled Services

The Library provides homebound services (delivery of library materials) to Friendship Terrace and other homebound residents (mostly seniors).

The Library has an ADA-compliant computer, Sorenson Videophone for the hearing impaired, large print book collection, audiotape collection, and a rotating selection of Talking Books from the State Library for the visually impaired.

Youth Services

The Library provides three weekly preschool story times, early literacy activities, a summer reading program, and special events for youth of all ages. Programs are sometimes limited by lack of space, inadequate technology equipment and bandwidth, and lack of staff. Our one Youth Services librarian is working at full capacity to provide programming as well as select, acquire, and catalog books and media for young people. Future growth must include plans for increased staffing, space, and technology to meet the on-going demand for library services for youth.

Education

The Library partners with Kenai Borough Peninsula School District in numerous ways, including: story time visits; classroom presentations; class tours of the library and introduction to its resources; student seats on the Friends of Homer Library board and Library Advisory Board; supervising senior service projects; collaborative activities and events at all age levels; professional development support for educators; reader advisory for students and teachers; “summer slide” prevention through the Summer Reading Program; resources that support Battle of the Books at all grade levels; and rotating displays of student art.

Community Capacity

The Library collaborates in various capacities with the Pratt Museum, Imagination Library, Center for Alaskan Coastal Studies, Head Start, Homer Early Childhood Coalition (Best Beginnings Homer), Sprout, MAPP, Chamber of Commerce, Kachemak Bay College, and other groups.

Economic Vitality

- Improve technology infrastructure – The Library supports more than 30 public access computers, in addition to tablets, e-readers, wifi, and videoconference equipment. This equipment and our Internet connections are heavily used for job applications, legal and government forms, PFD applications, financial transactions, job training, educational and vocational testing, resume writing, and printing boarding passes. Our videoconference equipment has been used for job interviews and vocational training. Improved bandwidth and system reliability are important for the current, mid and long term to facilitate commerce, employment, and job training, as well as to support the visitor industry.
- Arts and culture --The Library promotes arts and culture through author talks, literary events such as The Big Read, the Top Drawer collection, rotating displays of art by adults and children, and its collection of books, videos, and other materials.

Tourism

The Library serves as a resource center for visitors seeking to check e-mail, print boarding passes, learn about the area, relax with their children, and obtain general information. It is also listed in at least one well-known guidebook as a sight-seeing destination.

I hope this provides a fuller picture of the work the Library is involved with. If you ever have any questions, please call me at 435-3151 or stop by the Library. Thanks!