



**Homer City Hall**  
491 E. Pioneer Avenue  
Homer, Alaska 99603  
www.cityofhomer-ak.gov

# **AGENDA**

## **Comprehensive Plan Steering Committee**

**Tuesday, March 18, 2024 at 3:30 PM**

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

**Zoom Webinar ID: 971 1030 8124 Password: 151329**

<https://cityofhomer.zoom.us>

Dial: 346-248-7799 or 669-900-6833;

(Toll Free) 888-788-0099 or 877-853-5247

### **CALL TO ORDER, 3:30 P.M.**

### **AGENDA APPROVAL**

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

### **APPROVAL OF MINUTES**

- A. Steering Committee Meeting Minutes of March 4, 2024 **Page 3**

### **VISITORS/PRESENTATIONS**

### **REPORTS**

### **PENDING BUSINESS**

- A. Updated Public Participation Plan **Page 7**
- B. [Project Website: https://homercompplanupdate.com/](https://homercompplanupdate.com/)
- C. Updated Community Visit #1 Framework – Working Draft **Page 25**

### **NEW BUSINESS**

- A. Community Survey – Draft Framework
- B. Comprehensive Plan Examples – Successes & Challenges **Page 27**

### **INFORMATIONAL MATERIALS**

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

### **COMMENTS OF CITY STAFF**

### **COMMENTS OF THE TASK FORCE**

### **ADJOURNMENT**

The next Regular Meeting is scheduled for Monday, April 1, 2024 at 3:30 p.m. All meetings scheduled to

be held via Zoom Webinar and in person in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

**CALL TO ORDER**

Session 24-03 a Regular Meeting of the Comprehensive Plan Steering Committee was called to order by Chair Kathy Carssow at 3:30 p.m. on March 4, 2024 at the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar.

PRESENT: COMMITTEE MEMBERS CARSSOW, DAVIS, ERICKSON, & KIM

ABSENT: COMMITTEE MEMBER BARNWELL

STAFF: CITY CLERK PETTIT

CONSULTING: CITY PLANNER FOSTER

**AGENDA APPROVAL**

ERICKSON/KIM MOVED TO APPROVE THE AGENDA.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

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

**APPROVAL OF MINUTES**

A. Steering Committee Meeting Minutes of February 20, 2024

ERICKSON/KIM MOVED TO APPROVE THE FEBRUARY 20, 2024 STEERING COMMITTEE MINUTES.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

**VISITORS/PRESENTATIONS**

**REPORTS**

**PENDING BUSINESS**

A. Updated Public Participation Plan

Meg Friedenauer of Agnew::Beck began reviewing the updated document with the Committee. She highlighted the following changes:

- Updated the calendar to align with the community visits, noting that community visit #5 was still to be determined.
- Aligned all the other dates as they show up in the other areas of the plan.
- Revision of the community and partner stakeholders list.
- Added “engage youth and students by working with Homer High School to arrange a visit and activities with a social studies or civics class or the student council to gather input on vision, values, challenges, and opportunities” to the **Community Visits** portion of potential outreach activities.

- Added KBBI, KGTL, KHCX under **Notices, Radio Announcements, and Local Radio Programs.**

Committee Member Erickson suggested that local banking and lending people be included in the financial considerations as she felt they would be able to give a better perception of what's going on in Homer. She also suggested included the Kenai Peninsula Borough given that the City is married to the Borough in many ways.

Committee Member Davis added that it might be beneficial to change 'Financial Considerations' to 'Municipal Financial Considerations.'

Ms. Friedenauer stated that she would include additional entities under the 'Quality of Life' after it was brought to her attention by Ms. Erickson that South Peninsula Hospital was the only organization associated with 'Quality of Life.' Ms. Erickson added that South Peninsula Hospital is all over the community and partner stakeholder list, and felt that an organization like the EDC would fit better in place of the hospital. Chair Carssow provided her input, stating that the Homer Foundation should be added to the 'Quality of Life' as well. She also added that the Saturday Farmer's Market could be included in the community events as well, reasoning that setting up a booth there would be a great way to get a lot of input from a diverse cross-section of the community.

Committee Member Kim asked if any metrics existed in determining how much of a sample size would be needed to have statistically valid data. Ms. Friedenauer fielded his question, stating that when Agnew::Beck looks at a population they look at both the population and the demographics. She continued, saying that they ask a few demographic questions on the survey and compare those to the demographics of the population. Ms. Wade also spoke to Mr. Kim's question, saying that Agnew::Beck is prioritizing representation so that those responses align with the community's demographics.

B. Project Website: <https://homercompplanupdate.com>

Shelly Wade of Agnew::Beck provided a brief demonstration of the project website before asking for initial reactions and feedback from the Committee Members. Committee Members Davis and Erickson shared that they felt pictures of downtown Homer would be a better fit for the project webpage, as opposed to photos of the harbor. They reasoned that this plan is going to affect where people live and work, and that the harbor isn't involved in the comprehensive plan. They suggested photos of the main streets and areas of downtown Homer. Ms. Wade asked that Committee Members submit any photos they may have that could be used for the project website.

Committee Member Kim suggested having more information pertaining to the City on the website, citing boundaries of the City and duties of the City as outlined in City Code as possible additions.

C. Draft Community Visit #1 Framework

Ms. Wade reviewed the Community Visit #1 Framework, highlighting the changes that had been made since the last time the group met. City Planner Foster chimed in, noting that the group is confirmed at the Islands and Oceans auditorium on the evening of Thursday, March 28<sup>th</sup>. He added that the venue can accommodate up to 125 people. He continued, sharing that the group has been penciled in at the Kenai Peninsula College for Tuesday the 30<sup>th</sup>, and that he would let the group know when it is confirmed. Lastly, he added that the group is confirmed for the Port & Harbor Advisory Commission meeting for Wednesday the 27<sup>th</sup>. Chair Carssow also suggested reaching out to the grocery stores in the

area in an attempt to set up a survey. Some of the grocers mentioned were Save-U-More, Safeway and Cole's Market.

Committee Member Kim shared his concern that many of the groups that are being targeted for input tend to be older. He said that this worries him that the data captured at these events will only be geared towards the older demographics in Homer. He inquired about the possibility of tracking demographics when engaging in surveys in order to detect any bias in the data that is captured.

The group suggested hosting an event at Alice's Champagne Palace for their famed Trivia Night during one of the community visits. Agnew::Beck agreed that it was a great idea and said that they would attempt to get in touch with Alice's.

## **NEW BUSINESS**

### **A. Draft Project Flyer**

Ms. Wade began review of the Draft Project Flyer. Many of the Committee Members shared the same sentiment that they felt, stating that the pictures on the flyer weren't representative of what the Comprehensive Plan is going to be accomplishing. They said there were too many tourist and scenery oriented photos, and not enough photos of the residential and business districts around Homer. Ms. Wade urged the Committee to send her any pictures that they had in order to start compiling a library of photos that would be appropriate for this project.

## **INFORMATIONAL MATERIALS**

### **COMMENTS OF THE AUDIENCE**

Avram Salzman commented via Zoom, stating that he wanted to reemphasize potentially calling upon some group in one of the local schools to provide some input, noting that the Student Council at Homer High School would be a great group to work with. He added that he agreed with Committee Member Kim's idea of trying to reach the younger demographic in Homer, stating that community recreation could be a good place to do that. Lastly, he asked for the group to try and include some form of measurement in terms of socioeconomic status.

Scott Adams, city resident, outline the schedule for various programs at the SPARC (South Peninsula Area Rec Center), suggesting that these might be good opportunities to catch some younger people around Homer. He continued with some more of his concerns, highlighting that the Guiding Growth in Homer group is the only group with a scheduled meeting on the project agenda. Next, he shared his concerns that neither Anchor Point or Kachemak City are mentioned in the plan, noting that many people that live in those communities work in Homer. Lastly, he spoke to the lack of sidewalks in Homer, providing that many children live within a mile of their respective schools and have no safe way of walking to school.

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

### **COMMENTS OF THE TASK FORCE**

### **ADJOURNMENT**

ERICKSON/DAVIS MOVED TO ADJOURN THE MEETING.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

There being no further business to come before the Committee, Chair Carsow adjourned the meeting at 4:50 p.m. The next regular meeting is Monday, March 18, 2024 at 3:30 p.m. All meetings are scheduled to be held in the City Hall Cowles Council Chambers and via Zoom Webinar.

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ZACH PETTIT, DEPUTY CITY CLERK I

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



# City of Homer

## Phase 1: Comprehensive Plan Update

Public Participation Plan

March 14, 2024

Prepared for City of Homer by Agnew::Beck Consulting

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# 1. Introduction

## Project Overview

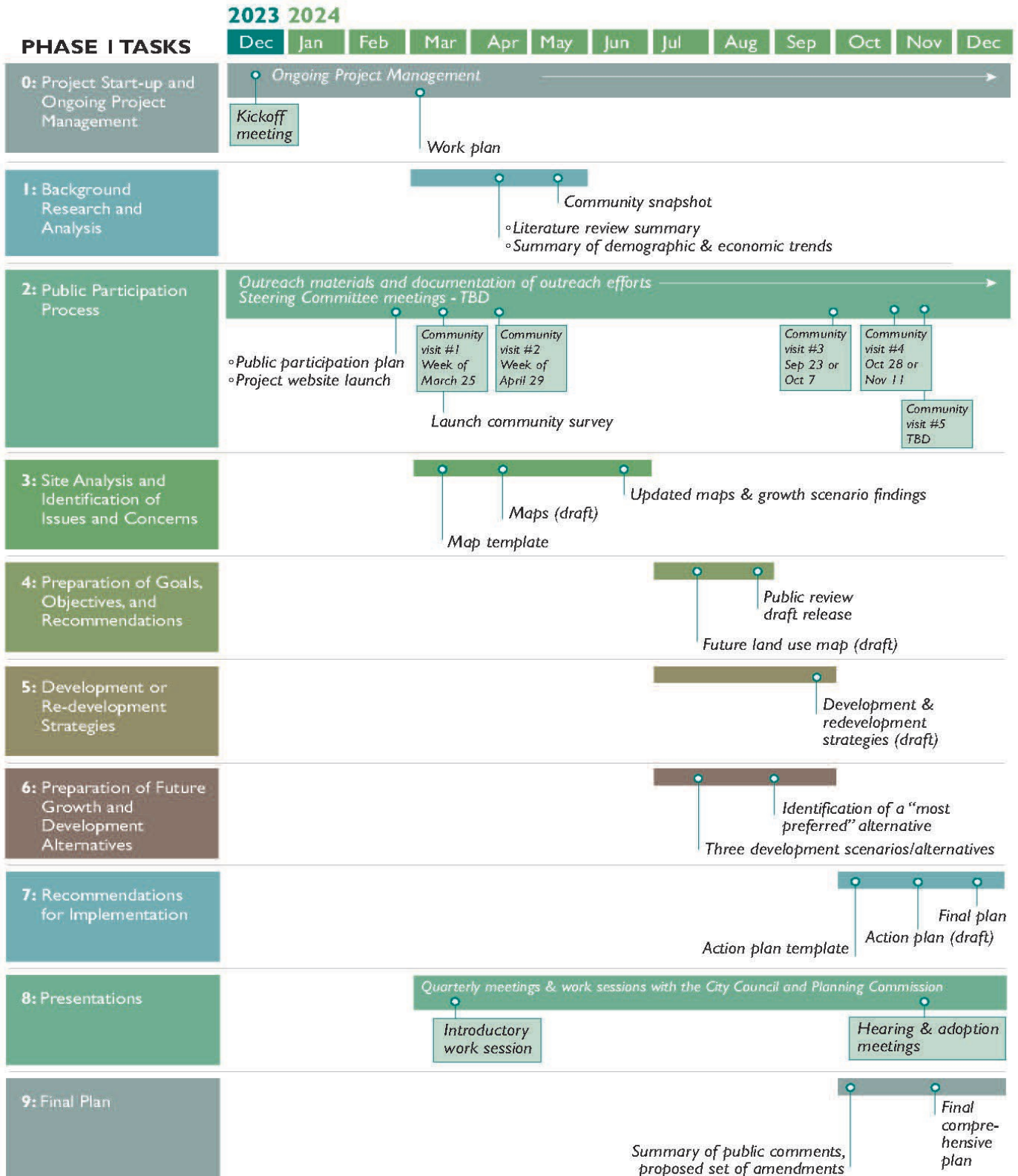
The purpose of this project is to update the Homer Comprehensive Plan. The process will include:

- **Background research and Analysis**, to include a literature review and compilation of demographic and economic trends.
- A set of **reference maps** depicting land ownership, existing zoning, natural/environmental constraints, and more as determined by the project team.
- **Community outreach**, to include interviews, community discussions, a community survey, and interactive comment map.
- **Preparation of development or re-development strategies** that include strategies for utilization of City-owned land, land acquisition, land disposal, and other details.
- **Preparation of future growth and development alternatives** that includes three specific alternatives that address possible future growth scenarios for the City of Homer.
- Release of a **public review draft** of the comprehensive plan for a public comment period to collect feedback, followed by a refined and final draft of the comprehensive plan for City approval.

## Purpose of the Public Participation Plan (PPP)

This Public Participation Plan (PPP) outlines the project team's approach for engaging with residents, partners, and other stakeholders to develop a comprehensive plan that meets the needs of residents, neighbors, and partners. The PPP identifies target audiences, outreach activities, communication tools, an outreach schedule, and key questions to consider throughout the planning process.

# 2. Schedule



### 3. Community and Partner Stakeholders

The table below is organized by the preliminary focus areas for the plan.

Note: The entities below are categorized by their primary focus area but many will be encouraged to provide input across several topic areas. Some representatives of businesses or organizations are also members of City or community boards and commissions. In addition to the targeted outreach below, both seasonal and permanent residents will be encouraged to participate in the planning process.

**Table 1. Preliminary Breakdown of Community and Partner Stakeholders**

Name	Includes	Partners/Stakeholders to Interview and/or Include in Small Group Discussions/Work Sessions
<b>General</b>	Residents, community leadership	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Homer City Council members</li> <li>• Homer Planning Commission members</li> <li>• Homer City staff</li> <li>• Homer City advisory committees and councils</li> </ul>
<b>Land Use</b>	Landowners and managers	<ul style="list-style-type: none"> <li>• Alaska Department of Natural Resources (DNR)</li> <li>• Alaska Department Fish &amp; Game</li> <li>• Alaska Earthquake Center</li> <li>• Alaska Mental Health Trust Authority Land Office</li> <li>• Alaska State Parks</li> <li>• Bureau of Land Management</li> <li>• Guiding Growth</li> <li>• Homer area building contractors (list provided)</li> <li>• Homer Planning Commission</li> <li>• Homer Soil and Water Conservation District</li> <li>• Kachemak Bay Birders</li> <li>• Kachemak Heritage Land Trust</li> <li>• Kenai Peninsula Borough</li> <li>• Local Developers</li> <li>• Seldovia Native Association</li> <li>• U.S. Fish and Wildlife Service</li> <li>• University of Alaska Land Management</li> </ul>
<b>Housing</b>	New construction, rental market and availability, housing preservation and revitalization	<ul style="list-style-type: none"> <li>• Alaska Housing Finance Corporation</li> <li>• Choosing Our Roots</li> <li>• Kenai Peninsula Housing Initiatives, Inc.</li> <li>• Realtors, mortgage lenders, financing organizations</li> </ul>
<b>Public Services and Infrastructure</b>	Power, water, sewer, solid waste, internet	<ul style="list-style-type: none"> <li>• Alaska Communications</li> <li>• Alaska Waste</li> <li>• City of Homer</li> <li>• ENSTAR</li> <li>• GCI</li> </ul>

		<ul style="list-style-type: none"> <li>• Homer Electric Association</li> <li>• HomeRun Oil</li> <li>• Kenai Peninsula Borough Solid Waste</li> <li>• Petro Marine</li> <li>• Starlink</li> <li>• Suburban Propane</li> </ul>
<b>Transportation</b>	Roads, marine, airport, trails, transit	<ul style="list-style-type: none"> <li>• Alaska Department of Transportation and Public Facilities/Alaska Marine Highway System</li> <li>• Alaska Marine Lines/Lynden</li> <li>• Alaskan Coastal Freight</li> <li>• ATB Water Taxi and Freight</li> <li>• Homer Marine Trades Association</li> <li>• Ravn Air</li> <li>• Span Alaska Transportation</li> </ul>
<b>Economic Development</b>	Economic development, tourism, agriculture, maritime, education and workforce development	<ul style="list-style-type: none"> <li>• Homer Chamber of Commerce and Visitor Center</li> <li>• Kenai Aviation</li> <li>• Mako's Water Taxi</li> <li>• Ravn Air</li> <li>• Span Alaska Transportation</li> </ul>
<b>Health and Wellness</b>		<ul style="list-style-type: none"> <li>• Alaska Department of Health</li> <li>• Central Peninsula Hospital</li> <li>• Faith based organizations (Church on The Rock Homer, Salvation Army, Homer United Methodist Church)</li> <li>• Homer Medical Center</li> <li>• Homer Senior Center</li> <li>• Hospice of Homer</li> <li>• Independent Living Center</li> <li>• Kachemak Bay Family Planning Clinic</li> <li>• Kachemak Bay Medical</li> <li>• Kenai Veteran's Administration Clinic</li> <li>• Ninilchik Traditional Council</li> <li>• Seldovia Village Tribe Health and Wellness</li> <li>• South Peninsula Behavioral Health Services</li> <li>• South Peninsula Haven House</li> <li>• South Peninsula Hospital</li> <li>• South Peninsula Hospital Foundation</li> <li>• South Peninsula Hospital Service Area Board</li> </ul>
<b>Sustainability, Resilience, and Climate Change</b>		<ul style="list-style-type: none"> <li>• Center for Alaskan Coastal Studies</li> <li>• Cook Inletkeeper</li> <li>• Friends of Alaska National Wildlife Refuges</li> <li>• Friends of Kachemak Bay State Parks</li> <li>• Homer Drawdown</li> <li>• Kachemak Bay Conservation Society</li> <li>• Kachemak Bay National Estuarine Research Reserve</li> </ul>

		<ul style="list-style-type: none"> <li>• Kenai Peninsula Economic Development District</li> <li>• Mobilizing for Action Through Planning &amp; Partnerships (MAPP)</li> <li>• Seldovia Native Association</li> </ul>
<b>Quality of Life</b>		<ul style="list-style-type: none"> <li>• Homer Economic Development Advisory Commission</li> <li>• Homer Foundation</li> <li>• Guiding Growth</li> <li>• MAPP</li> <li>• South Peninsula Hospital Foundation</li> </ul>
<b>Municipal Financial Considerations</b>		<ul style="list-style-type: none"> <li>• City of Homer Finance</li> </ul>

## 4. Complete List of Potential Outreach Activities

We will use the following suite of tools below to encourage robust public participation and to guarantee that the revised comprehensive plan truly represents the voices of the community.

**Interviews and Small Group Discussions:** One-on-one interviews or small group discussions will be conducted with entities and organizations identified in Table 1. These interviews and discussions help to identify preliminary issues, opportunities, and priorities within various topic areas through the Potential Stakeholder Interview Questions in Section 5.

**Community Survey:** An online attitudinal community survey will collect feedback on key issues and prioritize potential strategies. We would not expect to get a statistically valid sample of the full population, but enough to achieve a helpful sense of the views of a wide cross-section of the Homer area's residents. To boost participation, we will include a suite of survey incentives such as fuel cards, coffee cards, and more.

**Existing Community and Organizational Meetings:** Whenever possible and appropriate, we will connect with, ask to join a meeting agenda, and accept invitations from existing community and organizational meetings either in-person or remotely to get direct input on emerging strategies and priorities for the comprehensive plan. The groups we intend to reach out to are included in Table 1 of this document. We will provide an overview of the process to date, key dates and events happening in the process, and solicit feedback on comprehensive plan topics germane to each group.

**Community Visits:** The project team will engage residents and other partners and stakeholders in public meetings and open house events to share their input and stay connected throughout the process, share project team findings to date learned through background research and interviews, and gather initial input on community vision, values, challenges, opportunities, and priorities. We will also engage youth and students by working with Homer High School to arrange a visit and activities with a social studies or civics class or the student council to gather input on vision, values, challenges, and opportunities. See a detailed list of community visit activities in Section 6.

**Community Events:** To accommodate summer and fall outreach during typically busy months for residents, our team will attend community events to discuss the comprehensive plan, and to listen and capture resident ideas and feedback. This will include casual engagement, such as having a presence and engaging with residents and visitors at the 4<sup>th</sup> of July parade, the Kachemak Bay Shorebird Festival, the Kachemak Bay Wooden Boat Festival, Farmers Market, the Kenai Peninsula State Fair, the Seldovia Summer Solstice Festival, and others.

**Notices, Radio Announcements, and Local Radio Programs:** We will take the opportunity when appropriate to share information and promote outreach tools, such as the survey, via radio announcements (KBBI, KGTL, KHCX) and Homer News.

**Social Media:** Our team will work with City staff and other community organizations to post relevant updates, including project milestones and opportunities for community input, such as the survey, on appropriate social media outlets.

**Flyers, Postcards, and E-Newsletters:**

- We will develop a project flyer that summarizes the project purpose/importance, schedule, how residents and other stakeholders can get involved, and project points of contact.
- We will develop and send up to six e-newsletters for consistent and efficient project communications with residents and stakeholders. We will begin by creating a contact list and an e-newsletter template using the communication platform Mailchimp. We will continue to update the contact list with new subscribers throughout the planning effort.
- We will also design and coordinate the mailing of two postcards to all landowners within City boundaries. While printing and distributing postcards can be costly and require strategic timing, they are a useful tool for reaching older residents, individuals living in outlying areas, and those who may not be tracking happenings online.

**Project Website** We will work with the City to prepare content for a project-specific webpage that will be referenced on outreach materials. The webpage will include a summary of the project purpose, information on upcoming opportunities to get involved (including an online comment tool), the project schedule, copies of draft products, team contact information, and other relevant materials.

**Interactive Comment Map:** Our team will use ArcGIS Online as one component of public outreach. By hosting an interactive map of the community, we can solicit public comments on specific elements of the community that are geocoded by location, allowing us to identify site-specific issues, needs and themes.

## 5. Potential Stakeholder Interview Questions

The following is a list of potential questions to guide conversations during interviews and small group discussions. The list will be adapted for different stakeholder groups as needed.

*General – for residents, staff, City Council members, and planning commissioners.*

1. **Accomplishments:** As a community, what have been our biggest accomplishments over the last 10 years?
2. **Values:** What do you like most about living in Homer? What makes it special? Which programs, services, or projects are important for the community? Why do you choose to live here?
3. **Challenges:** What are the biggest issues or challenges facing the community? What can make it hard to live and work in Homer?
4. **Opportunities:** How could life be improved for Homer residents?
5. **Future:** 20 years from now, what does your ideal Homer look like? What would you change and what you would keep the same?
6. **Priorities:** What should be the highest priorities for Homer, both in the short term and long term? These can be projects, activities, programs, etc. *(for suggestions that are emerging as potential priorities, ask for details when possible – what steps and resources are needed to make that happen? Who would lead the project and partnerships are needed? What is the potential impact?)* Specifically, how can the community help enhance and support the projects you've identified?

*Land Use Questions*

1. What are your organization/community/agency's short and long-term land use goals and strategies in the Homer?
2. Which areas in Homer are the best sites for future growth?
3. Which areas do you want to remain undeveloped or for some other specific purpose?
4. How would you characterize growth and development in Homer? What would you say are the highest priority development projects in Homer?
5. Based on the values, opportunities, and priorities mentioned above, how do any or all of those depend on land use policies?
6. How supportive are you of regulatory or zoning land use policies?
7. What is the capacity of staff to implement current and any proposed land use policies or ordinances?
8. How well do you think land use conflicts are currently addressed in Homer? What could help address conflicts or disagreements before they happen?
9. What, if any, changes are needed to current land use policies to help meet goals for quality of life, for economic development, and for environmental protection?



### *Housing Questions*

1. Describe the quality of housing stock in the Homer.
2. Describe the efforts the community has already undertaken to address housing issues in Homer?  
Which solutions have gained traction?
3. If there is a need for new or improved housing:
  - a. Who needs that housing?
  - b. What type of housing is needed?
  - c. Which specific populations and services are needed? For example, does Homer have sufficient senior/elder care housing and services for aging residents who want to stay in Homer?
  - d. Where should that housing be located (relates to current and desired future land use and zoning policies)?
4. Which building standards and permitting processes are in place for new construction? Do current standards and permits meet community needs?
5. Do you know of any recent or planned new housing developments in Homer? Where are they? What type? Do you have any ideas or comments about access to services, type of housing, etc.?

### *Public Services and Infrastructure Questions*

1. What are the community's utility challenges, needs, and/or opportunities in the following subcategories:
  - Drinking water
  - Sewer, stormwater, septic systems
  - Solid waste, recycling
  - Communications
  - Power
  - Renewable and alternative energy sources

### *Transportation Questions*

1. How satisfied are you with the quality and maintenance of Homer's roads, sidewalks, harbors, airport, and trails?
2. What are the community's transportation challenges, needs, and/or opportunities? For example:
  - How does transportation affect the quality of life for residents and businesses in Homer?
  - What are the future facility needs for the Homer marine transportation system, including docks and harbors?

### *Economic Development Questions*

1. What are Homer's unique economic features and strengths? Where do you see business, families, and residents thriving?
2. What are the biggest barriers or threats to economic development opportunities?
3. Which projects, strategies and/or business opportunities have the potential to economically benefit (create jobs, retain, or expand businesses, bring in more outside revenue) the entire region and improve quality of life for Homer residents?

4. What actions are needed to strengthen the economy and improve resilience to withstand economic downturns, disruptions, or unforeseen events?

#### *Health and Wellness*

1. How healthy do you think the residents of Homer are, overall?
2. What are the biggest barriers or challenges to physical and mental health for residents?
3. Which events, services, and programs in Homer come to mind when thinking about physical and mental health for residents?
4. Which types of services or programs do you think could increase the physical and mental health for residents, including elders, families, and youth?

#### *Sustainability, Resilience, and Climate Change*

1. What are some of the greatest effects of climate change Homer faces?
2. What does sustainability and resilience mean to you?
3. What are Homer's unique efforts in addressing sustainability, resilience, and climate change?
4. What more needs to be done to address the current and future effects of climate change in Homer?

## 6. Community Visits

### **Community Visit #1 – Visioning (Week of March 25<sup>th</sup>, 2024).**

- **Purpose:** Introduce planning process and how residents and other partners and stakeholders can share their input and stay connected throughout the process; share project team findings to date learned through background research and interviews; gather initial input on community vision (including thoughts on development/growth scenarios), values, challenges, opportunities, and priorities.
- **Proposed Activities:**
  - Steering Committee meeting(s) focused on current and future outreach activities.
  - Planning Commission and City Council joint work session aimed at sharing information on the purpose, structure, benefits, and legal aspects of comprehensive plans, including relevant insights from other communities, best practices, and recommendations on how to create a successful comprehensive plan, from draft report to implementable, tangible outcomes.
  - One-on-one or small group interviews with entities/organizations identified in Table 1.
  - Community open house with short presentation and stations for each comprehensive planning topic that include relevant maps.
  - Opportunistic presentations and participation in community activities, events, and/or entity gatherings.
  - Community survey and interactive comment map launch with potential 30-day window for responses.

### **Community Visit #2 – Community Snapshot/Emerging Themes & Policies (Week of April 29<sup>th</sup>, 2024). To include:**

- **Purpose:** Share and continue to get resident, partner, and other stakeholder input on project team findings, including preliminary results from literature review (existing plans, reports, studies), interviews, focus area-specific dialogues, community survey and interactive comment map. The summary of these findings will be shared in the form of the “Community Snapshot” that includes an initial summary of community input and research on potential growth/development scenarios.
- **Proposed Activities:**
  - Steering Committee meeting(s) focused on current and future outreach activities related to Snapshot/Emerging Themes & Policies.
  - Planning Commission and City Council work sessions/updates.
  - One-on-one or small group interviews with entities/organizations identified in Table 1.

- Community open house with short presentation on Community Snapshot and stations for each comprehensive planning topic to build from preliminary findings in the Community Snapshot.
- Opportunistic presentations and participation in community activities, events, and/or entity gatherings.

**Community Visits #3 and #4 – Public Review Draft Share, Feedback, & Refinement (Week of September 23<sup>rd</sup> or October 7<sup>th</sup> 2024 for Visit #3 and Week of October 28<sup>th</sup> or November 11<sup>th</sup> for Visit #4). To include:**

- **Purpose:** Two rounds of meetings, month-to-month, to share and get community and partner stakeholder feedback on the public review draft of comprehensive plan (would have been released approximately one week prior to visit). These engagements will define and/or confirm plan components, including growth, development, and redevelopment strategies, and other high priority strategies and identify ways to measure future progress towards comprehensive plan objectives.
- **Proposed Activities:**
  - Steering Committee meeting(s) focused on current and future outreach activities related to Public Review Draft launch and input.
  - Planning Commission and City Council joint work sessions to present and get initial feedback on the draft plan.
  - One-on-one interviews or small group discussion with entities/organizations identified in Table 1, potentially organized by comprehensive plan topic, to share and get feedback on the draft plan.
  - Community open house with short presentation on Public Review Draft and stations for each comprehensive planning topic to get direct input on draft maps, policies, priority strategies and projects, and to get preliminary input on the plan implementation and related actions.
  - Opportunistic presentations and participation in community activities, events, and/or entity gatherings.

**Community Visit #5 – Plan Adoption (TBD, potentially 2025). To include:**

- **Purpose:** Support City staff in preparing materials (motions, resolutions, and related presentations on the Final Plan) for adoption of the Final Plan, including in-person support for Planning Commission and City Council public hearings.
- **Proposed Activities:**
  - Steering Committee meeting(s) focused on adoption-related outreach activities.
  - Planning Commission and City Council public hearings.

## 7. Public Participation Roles

Agnew::Beck Consulting will work in partnership with other members of the consulting team and the City of Homer to implement the public participation plan. Primary roles and responsibilities of each group are described below.

### Steering Committee

*Steering Committee roles and responsibilities include as outlined in City of Homer Resolution 23-129(A):*

- Assist in the refinement and execution of the public outreach process, outreach program, and schedule.
- Participate in public outreach activities and events including work with each of the member’s represented organizations to keep them informed on the project and encourage their participation, solicit participation from a wide range of people and organizations in the community, participate in event exercises and provide feedback.
- Provide feedback and recommendations on Comprehensive Plan draft documents.

*Steering Committee membership includes:*

- Kathryn Carsow, Library Board Member (Chair)
- Mel Kim, Economic Development Commissioner
- Charles Barnwell, Planning Commissioner
- Shelly Erickson, City Council Member
- Jason Davis, City Council Member

### Proposed Steering Committee Activities (next three months)

Activity	Timeframe
Steering Committee Meetings	Bi-weekly or as needed
Review Public Participation Plan (PPP), website, initial outreach flyer, revised project schedule, and discuss outline of first community visit and activities in March	February 20 <sup>th</sup> meeting
Identify additional partners or stakeholders to engage (as currently outlined in PPP)	
Work on outreach for March visit and refine activities; review outreach materials.	February-March
Review draft community survey questions (to launch at March community visit)	February-March
Review Draft Literature Review	March
Assist with outreach for community survey	March-survey close
Review outcomes of March events; emerging vision, themes, goals, and strategies.	April

Review Summary of demographic and economic trends	April
Assist in planning and outreach for April/May community events	April

## Coordination and Process Team

### *Coordination and Process Team roles and responsibilities include:*

- Communicate and meet regularly to discuss project status, review relevant planning documents, and proactively address next steps and phases of the planning process.
- Provide guidance on overall public participation process and tools.
- Suggest community and stakeholder activities/virtual events for collecting resident input.
- Participate in interviews and small group discussions, when available.
- Support in-person outreach efforts at key points in the process, such as helping staff at events and open houses.
- Help get the word out about the planning process and opportunities to get involved.
- Review draft materials and help make sure what is presented is accurate and complete.

### *Coordination and Process team membership includes:*

- Robert Dumouchel, City Manager
- Ryan Foster, City Planner
- Julie Engebretsen, Economic Development Manager
- Aaron Yeaton, Engineering GIS Technician
- Shelly Wade, Agnew::Beck Consulting
- Meg Friedenauer, Agnew::Beck Consulting
- Holly Smith, Agnew::Beck Consulting

## Planning Commission

### *Planning Commission roles and responsibilities include:*

- Be a sounding board and creative problem solver throughout the planning process.
- Provide guidance on overall public participation process and tools.
- Participate in key informant interviews and focus groups, when available.
- Support in-person outreach efforts at key points in the process, such as helping staff at events and open houses.
- Suggest community and stakeholder activities/virtual events for collecting resident input.
- Help get the word out about the planning process and opportunities to get involved.
- Seek to identify areas of agreement and common solutions that serve all Homer residents.
- Review draft materials and help make sure that what is presented is accurate and complete.
- Work productively with other Core Team members, project staff and partners even when there are differences of opinion.
- Help identify priorities in the plan.
- Advocate for adoption of the plan.

### *Planning Commission Members:*

- Scott Smith, Chair
- Charles Barnwell, Vice Chair
- Mike Stark
- David Schneider
- Roberta Highland
- Brad Conley
- Franco Venuti

## Mayor and City Council

### *Mayor and City Council roles and responsibilities include:*

- Participate in key informant interviews and focus groups, when available.
- Help get the word out about the planning process and opportunities to get involved.
- Seek to identify areas of agreement and common solutions that serve all Homer residents.
- Review draft materials and help make sure what is presented is accurate and complete.
- Review and adopt the final plan.

### *Mayor and City Council Members:*

- Ken Castner, Mayor
- Donna Aderhold
- Shelly Erickson
- Storm Hansen
- Caroline Venuti
- Rachel Lord
- Jason Davis

## City Staff

### *City staff roles and responsibilities include:*

- Provide guidance on overall public participation process and tools, including reviewing the public participation plan.
- Suggest community and stakeholder activities/virtual events for collecting input.
- Help arrange project updates, work sessions, and presentations with the Planning Commission and City Council.
- Participate in key public outreach activities such as the open houses and stakeholder dialogues.
- Support in-person outreach efforts at key points in the process, such as helping staff at events and open houses.
- Collaborate on efforts to produce local news articles and participate in local radio programming, with support and guidance from the consultant team.
- Post project announcements and content to Homer social media, with support and guidance from the consultant team.
- Review draft materials and help make sure what is presented is accurate and complete.

### *City staff team includes:*

- Robert Dumouchel, City Manager
- Ryan Foster, City Planner
- Julie Engebretsen, Economic Development Manager

- Aaron Yeaton, Engineering GIS Technician

## Consulting Team

### *Consulting team roles and responsibilities include:*

- Prepare the public participation plan.
- Plan for and facilitate interviews, focus groups, community meetings, and other public participation efforts.
- Prepare for, facilitate, and document the results of virtual meetings and events.
- Oversee the development and distribution of outreach materials, including e-newsletters, postcards, and flyers.
- Produce materials (talking points, QR codes, sign-up sheets, handouts, etc.) to support in person outreach efforts led by Core Team members, City staff, and Planning Commissioners.
- Develop, promote, and analyze results from a community survey.
- Compile background information and relevant data on demographic and economic trends and summarize key findings.
- Work with the City's staff to develop key maps including land ownership and zoning maps.
- Package public participation feedback and results.
- Assist with plan hearings and adoption, including preparing presentations, providing virtual meeting support, and answering questions.

### *The Consulting Team includes:*

- Agnew::Beck Consulting
- Northern Economics
- Corvus Design
- RESPEC
- Kinney Engineering
- Stantec





## Homer Comprehensive Plan Update: Community Visit #1 Framework, March 25-29, 2024

Working Draft

Timing	Monday March 25 <sup>th</sup> (Seward's Day)	Tuesday March 26 <sup>h</sup>	Wednesday March 27 <sup>th</sup>	Thursday March 28 <sup>th</sup>	Friday March 29 <sup>th</sup>
Morning		<b>9:00 – 11:00 AM:</b> Meet with Staff and Steering Committee to prepare for the week, confirm roles	Potential Stakeholder interviews	Potential Stakeholder interviews	<b>9:00 – 10:30 AM:</b> Morning debrief with City staff and/or Steering Committee
Afternoon		<b>3:00 – 4:50 PM:</b> Joint Work Session with Council and Planning Commission	<b>1:00 – 2:30 PM:</b> Guiding Growth Conversation (Homer Public Library) <b>3:00 – 5:00 PM:</b> Stormwater Working Group (Homer Soil & Water office)	<b>1:00 – 2:00 PM:</b> Port and Harbor staff (Port and Harbor Office)	Potential Stakeholder interviews
Evening	<b>A::B travel to Homer</b>	<b>6:00 PM:</b> City Council Regular Meeting	<b>5:30 – 6:30 PM:</b> Port and Harbor Advisory Committee meeting	<b>6:00 – 8:00 PM:</b> Evening Community Open House (Islands & Oceans)	<b>A::B travel back to Anchorage</b>

**Additional meetings:** Library staff (March 20), Interview with KBBI (March 21)

**Pending requests:** Chamber, Student Council, Ministers Association





# Comprehensive Plans *Successes & Challenges*

Prepared by Agnew::Beck Consulting – March 2024

# Common Challenges

*Barriers to Successful Comprehensive  
Plan Development & Implementation*

# Common Challenges

- **Timing** – Timelines that are too fast or timelines that drag on.
- **Transparency** – Lack of documentation and consistent communications about the process/plan, including implementation progress.
- **Public Participation** – Overrepresentation of specific voices, perspectives; politicized processes; limited or no public engagement.
- **Community/Partner Education** – Lack of education on what the plan can and cannot do, including role of municipality in development/implementation.

# Common Challenges

- **Municipal Leadership & Staff Investment/Engagement** – As the mandated body (Title 29), lack of awareness, participation, support for the process/plan.
- **Plan Length/Content/Usability** –
  - Documents that are hundreds of pages long (inaccessible/digestible to residents, planning commissioners and staff), and anyone else that needs to reference the plan.
  - Policies (goals, strategies) that are overly prescriptive or too broad.
- **Follow Through & Adaptability/Resilience** – Lack of implementation plan or some sense of plan priorities; roadmap that sustains administrative, leadership, staff changes.



# Successes from AK Communities

# Engagement/Plan Development: Kenai Peninsula Borough (2019)



Figure 7. Homer Harbor



## IMPLEMENTATION MATRIX: NEAR-TERM PRIORITY STRATEGIES

**NOTE:** "Near-Term" strategy indicates a priority to focus on and/or accomplish in the next three years.

Strategy	Lead + Partners
<b>Goal 2. Proactively manage growth to provide economic development opportunities on the Kenai Peninsula Borough while preserving what residents and visitors value about the area's natural features.</b>	
<b>Focus Area: Land Use</b>	
<b>Objective A. Establish policies that better guide land use to minimize land use conflicts, maintain property values, protect natural systems and support individual land use freedoms.</b>	
Strategy 1. <b>Near-Term:</b> Adopt limited development standards for specific areas and uses to reduce potential off site impacts of development on adjoining uses and the natural environment.	
Strategy 2. <b>Near-Term:</b> Update the Borough's existing conditional use regulations for gravel extraction and other uses to better address reoccurring land use conflicts.	
Strategy 3. <b>Near-Term:</b> Improve subdivision standards, such as road and access standards and trail easements.	
Strategy 4. Improve Borough planning staff capacity to effectively and efficiently implement the comprehensive plan and enforce related codes.	
<b>Objective B. Develop a stronger local voice in decisions on uses of federal and state lands.</b>	
Strategy 1. Strengthen the relationship between Borough leadership and staff and clarify whether and how both groups can actively engage with federal and state land managers, on day-to-day, shared land management issues.	
Strategy 2. Take strong, informed Borough positions on updates to long range land management plans, such as the U.S. Forest Service Chugach National Forest Plan revision process.	
Strategy 3. Expand mutually-beneficial partnerships, particularly for improving local infrastructure such as trails and other recreational amenities.	

**Award: Best Community Engagement**

## A COMMUNITY AND RESIDENT-DRIVEN PLAN

The values, vision, goals, objectives and strategies in this plan have been developed through an extensive public engagement process, including input and ideas from residents, businesses, tribes, non-profit and community organizations, associations, and government agencies including

cities within the Kenai Peninsula Borough. The process of creating a comprehensive plan enlists and energizes the community to work together to achieve collective goals, not just during the planning process but in future years as the plan is implemented.

Connecting directly with residents, businesses, and other stakeholders is central to the planning process: the project team traveled to communities across the borough to invite people to participate, gather thoughts and ideas about what the plan should include, and share how and why the plan is relevant to the entire community. Figure 2 illustrates a sample of these events.

At each meeting or event, participants were encouraged to answer three questions:

1. **Values:** What do you like best about living on the Kenai Peninsula?
2. **Vision:** What do you want life on the Kenai Peninsula to be like in 20 years? What is your future Kenai Peninsula Borough?
3. **Priorities:** What issues and opportunities should the Borough, residents and their partners focus on as part of this plan?

### Selected Public Engagement Activities in Spring, Summer and Fall 2017

- Over **2,000** residents shared their ideas with the project team
- More than **50** interviews and small group discussions with local organizations, including:
  - Chambers of Commerce
  - Change 4 the Kenai coalition
  - Cities of Homer, Kenai, Seward, Soldotna
  - Kenai Peninsula Borough School District (KPBSD)
  - Kenai Peninsula Community Care Center

Figure 2. Public Engagement Events, Summer 2017



Clam Gulch & Kaslof Community Meeting, July 2017



Nikiski Family Fun Days, June 2017



Funny River Festival, July 2017



Anchor Point Chamber of Commerce, July 2017



# Authority: Big Lake (2008, 2010)

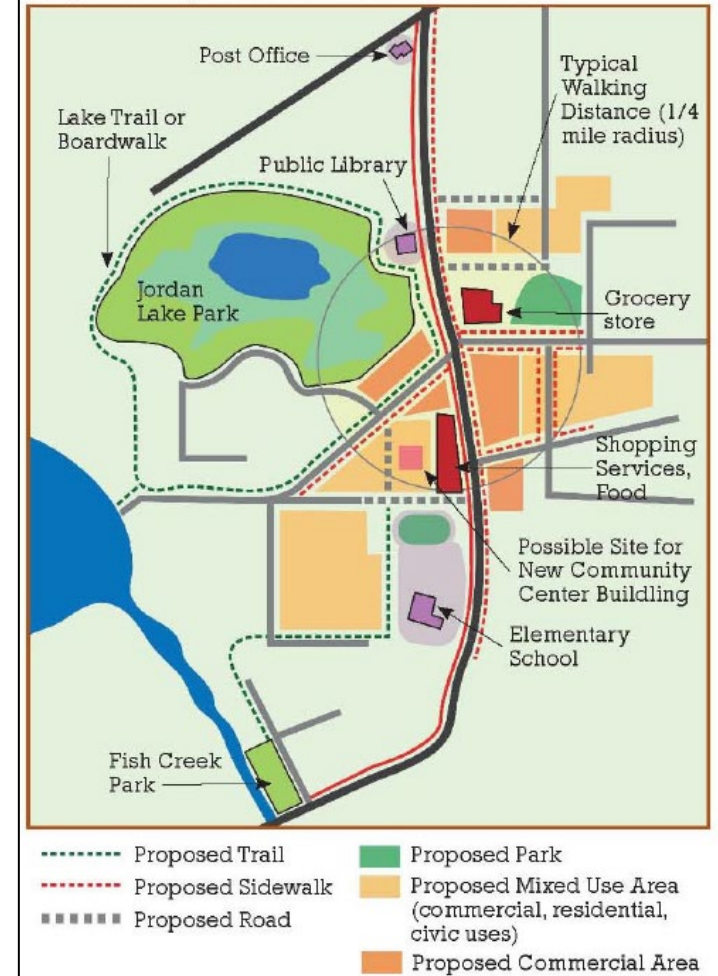
## Town Center

The "Town Center" use area is intended to be the center of Big Lake life. Desired characteristics are listed below (Strategy 2 following presents more details)

- Mixed use: shops, food, retail goods and services; housing, including higher density housing, within walking distance of shops and services
- A central area for library, schools, fire station, community center, parks, etc.
- Pedestrian friendly, walking access
- An alternative to strip commercial development



## Proposed Big Lake Town Center Plan



Impact Category	Corridor			
	2	3	3 Bypass (A&B)	5
Consistent with Land Use Policies in Big Lake Comprehensive Plan?	Consistent. Most of route designated "conservation residential" – low density and/or clustered residential.	Arterial through B.L. Town Center is inconsistent with plan's town center goals. Route serves area designated for a combination of commercial and residential uses.	Consistent. Most of route designated "dispersed residential" or "close in" residential.	Avoids major conflicts with Comprehensive Plan by running along the east edge of the community Council.

Extract from the Big Lake Community Impact Assessment

Extract from the Big Lake Comprehensive Plan

Award: Best Comprehensive Plan

## 5. Preliminary Priority Strategies

The FNSB Community Planning Department will fully develop an implementation plan to include detailed actions for progressing the area plan, with performance measures for evaluating effectiveness, and recommendations for plan updates.

### Land Use

1. Guide location and intensity of land use through implementation of the Salcha-Badger future land use map. (land use strategy #1)
2. Establish policies that encourage infill and appropriate increases in densities in existing low-density residential areas where lots are currently one acre or larger. (land use strategy #2)
3. Expand the land use policy tools available to the FNSB to better meet community goals. (land use strategy #3)
4. Develop more effective approaches for expanding public water, natural gas and other public infrastructure. (land use strategy #8)
5. Work at the state and local level to address air quality issues by promoting efficient development. (land use strategy #14)

### Transportation

6. Improve the FNSB Subdivision Policy. (transportation strategy #2)
7. Develop an improved Road Service Area (RSA) model. (transportation strategy #3)
8. Build infrastructure that encourages and provides safe, convenient travel for pedestrians and bicyclists. (transportation strategy #4)
9. Update the 2006 Comprehensive Recreational Trails Plan. (transportation strategy #8)
10. Based on the updated trails plan, require dedication of trails and trailheads during the subdivision process. (transportation strategy #9)

### Housing

11. Incorporate basic standards into zoning requirements for areas outside of the city limits of Fairbanks and North Pole, including basic safety requirements that increase health, safety and welfare. (housing strategy #2)
12. Use simple tools to increase public education of zoning allowances, restrictions and enforcement procedures related to junkyards and abandoned properties. (housing strategy #6)

# Implementation: FNSB Salcha- Badger Road Area Plan (2019, 2020)

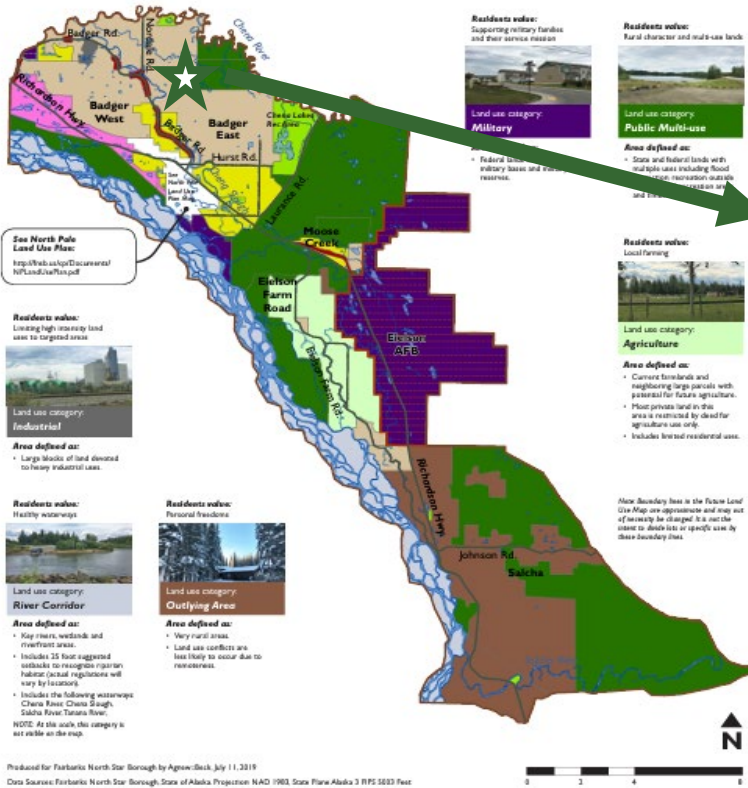
# Implementation: FNSB Salcha-Badger Road Area Plan (2019, 2020)

## Future Land Use Map

Preserving what residents value most about the Salcha-Badger Road Area



<p><b>Residents value:</b> Access to commercial and industrial businesses</p>  <p><b>Land use category:</b> Mixed Industrial/Commercial</p> <p><b>Area defined as:</b></p> <ul style="list-style-type: none"> <li>• Wide range of commercial and industrial activities, from low to high intensity</li> <li>• Includes limited residential uses</li> </ul>	<p><b>Residents value:</b> Mixing with neighborhood and responsible growth</p>  <p><b>Land use category:</b> Urban Adjacent Residential</p> <p><b>Area defined as:</b></p> <ul style="list-style-type: none"> <li>• Residential uses and activities that will not disrupt neighborhood characteristics</li> <li>• Lots may be less than one acre in zoning district</li> <li>• Water sewer and/or natural gas are available now or recommended in the future</li> </ul>	<p><b>Residents value:</b> Access to commercial opportunities</p>  <p><b>Land use category:</b> Rural/Suburban Commercial</p> <p><b>Area defined as:</b></p> <ul style="list-style-type: none"> <li>• Concentrated activity that serves nearby residents, such as small businesses and uses like community centers, churches, pubs and fire stations</li> <li>• Extends one to two parcels from the route by capturing lots visible from the road</li> </ul>	<p><b>Residents value:</b> Privacy and setbacks of rural neighborhood</p>  <p><b>Land use category:</b> Rural/Suburban Residential</p> <p><b>Area defined as:</b></p> <ul style="list-style-type: none"> <li>• Residential uses and activities that will not disrupt the rural residential setting</li> <li>• Lots are one acre in size or larger in zoning district</li> <li>• Assumes on-site water and septic systems</li> </ul>	<p><b>Residents value:</b> Access to open space, trails, outdoor</p>  <p><b>Land use category:</b> Open Space/Natural Areas</p> <p><b>Area defined as:</b></p> <ul style="list-style-type: none"> <li>• Undeveloped lands used for parks and recreational activities or identified as important habitat</li> <li>• Areas not suitable for more development, such as adding a trail to increase access</li> </ul>
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From staff report in Assembly packet:

### Staff Recommendation: Approval

The area proposed to be rezoned is currently zoned General Use-1 (GU-1). This zone has the potential to have land use conflicts because it allows for a wide variety of commercial, residential, and industrial uses outright with no setback requirements on relatively small (one acre) lots.

This rezone to Outdoor Recreation (OR) would protect the existing public recreational use of the property and prevent potentially conflicting uses from developing. The Department of Community Planning is recommending approval and finds that the **rezone is consistent with the Comprehensive Plan** and promotes public health, safety, and welfare.

# Implementation: Petersburg Borough (2016, 2023)

*In 2023, using American  
Rescue Plan Act funds:*

- Strategy a. Conduct a comprehensive housing needs assessment.







# Northwest Arctic Borough Example



Northwest Arctic Borough 2030:  
Planning for Our Future  
*Comprehensive Plan Update, November 2021 – FINAL*

**CORE PLAN**

Northwest Arctic Borough 2030: Comprehensive Plan Update – Core Plan, November 2021

Page 1

Comprehensive Plan  
*(hyperlinked)*

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Extract from NAB Code

# Robust Comp Plan Process

**Fall - Winter 2020**  
Discover and learn

**Compiled data on the people, economy, lands, infrastructure and more**

**Reviewed background documents**

**Winter - Spring 2021**  
Listen and engage

**Conducted regional surveys:**  
*Regional survey with 574 responses, youth survey with 39 responses*

**Held small group discussions and meetings**

**Public safety emerged as an important priority here**

**Summer - Fall 2021**  
Share and finalize


**Released for 60-day comment period**

**Revised, finalized, and adopted plan**

**Today: working together to bring the plan to life**



# Northwest Arctic Borough Comprehensive Plan Vision

An aerial photograph of a small community, likely in the Northwest Arctic Borough, featuring a winding river, a small cluster of buildings, and a large mountain in the background under a cloudy sky. A semi-transparent text box is overlaid on the center of the image.

**Thriving, adaptable Iñupiaq communities, working together to prepare for a changing future.**



# Comp Plan Public Safety Goals & Strategies





# NAB Public Safety in the Future

Imagine that it's 10 or more years in the future and our public safety vision has been achieved.

1. As individuals: Write the headline you would want to see on the cover of a local newspaper, or as the lead story on a local radio station.
2. As teams: Compare and combine your individual headlines into one shared headline and write on your flip chart paper.
  - o What are the words you would read or hear?
  - o Be creative - draw a picture!
  - o Tell us - Where exactly would you like your headline to appear?

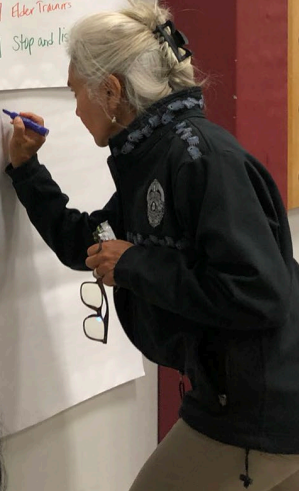


- VPSOs in every community
  - Cultural mentors for VPSOs and other public safety partners
  - Trained volunteer responders
  - Volunteer safe homes
  - Behavioral health aides in every community
  - Wellness checks
  - Trained paid Fire's responders in each community (like ASB ambulance services)
- Debriefing training for burn out prevention*

# People + Training

- Reactivate VPO Training
- IC system and mock training (transition training)
- First Responders training in every community
- Future First Responder Training for youth opportunities to help build
- Invis

- \*RETENTION \* SUCCESSION
- Retention
- Concession
- Paid support people to help VPSOs (like highly trained backpackers & cars)
- Let local Regional Training in region - No living cost - out of region training in all areas possible
- Elder Trainers
- Stop and the



# NAB Public Safety Summit







# Community Visit Toolkit



## NORTHWEST ARCTIC BOROUGH PUBLIC SAFETY DEPARTMENT WINTER TRAVEL



10AM- Feedback on Strategic Plan  
12PM- Lunch Provided  
1PM- VPSO Program, Fire Program, Search and Rescue, Winter Trails meet with community

### DATES OF TRAVEL:

- Nov. 29- Deering
- Dec. 1- Kobuk
- Dec. 13- Shungnak
- Jan. 10- Noatak
- Jan. 17- Ambler
- Jan. 31- Buckland
- Feb. 7- Kivalina
- Feb. 14- Noorvik
- Feb. 21- Selawik
- Feb. 28- Kiana

Contact Director of Public Safety,  
Tessa Baldwin

tbaldwin@nwabor.org  
907-442-8226

**Travel and time of event are  
subjected to change.**

# Need to decide: who implements the plan?



NANA



MANILAQ  
ASSOCIATION

Or include strategies/actions led by partners?



What examples can you share?