

CHAPTER 10 PLAN IMPLEMENTATION

Overview

This chapter presents a general approach for actions needed to reach the goals identified by this comprehensive plan. The best measure of the value of a plan is that it provides helpful guidance for ongoing community actions.

Homer's City Council and City administration already engage in an ongoing process of setting goals, evaluating options, and reaching conclusions about community needs and the best course for municipal action. They will use the framework established by the comprehensive plan to encourage planning consistency and to guide decisions leading to coherent and sustainable development in Homer for the next decade and beyond.

It is important to emphasize that the Homer City Council will make the final decisions on specific timing of actions identified in this plan. The plan establishes general priorities for action in the table on the following pages. This table identifies and prioritizes specific comprehensive plan implementation actions. The table lists actions that are the direct responsibility of the City of Homer, and the departments, commissions, and community partners that will contribute to accomplishing the desired outcome.

Process for Revising the Comprehensive Plan

The success of the Homer Comprehensive Plan process requires that the document remain relevant and usable as a guide to consistently shape Homer's land use, physical development, and provision of public services and facilities. The City should establish a formal process for monitoring plan implementation. Regular reviews of the comprehensive plan and periodic amendments, as conditions warrant, will keep the document useful and up to date.

A comprehensive plan is intended to be a long-range planning document, guiding growth and development over 20 years and longer. However, as a "living document" in a rapidly changing world, the plan needs to be open to change in two ways.

First, amendments should be made when needed, rather than saving all changes for major plan rewrites. The plan should be a useful, current document, throughout the time it is used. Amending the plan to reflect success and failures should occur regularly. Amendments to the plan must follow public process through the City and the Borough.

Second, the plan needs to be regularly updated – typically every five years. The City of Homer Comprehensive Plan and comprehensive plan land use recommendation map should be reviewed after five years by the City Council to determine which actions have been accomplished and which should next be pursued. Over time such revisions to and tracking of the plan will help document the accomplishments and reveal new priorities. The time frames in the implementation tables are not binding, but are suggested sequential steps.

Implementation Table

The implementation table in this chapter and throughout the plan includes a timeframe for each action. Generally, near term is one to five years from plan adoption, midterm is five to ten years, and long term is more than ten years.

Summary of Plan Priorities

Land Use. See Chapter 4 for details.

Project	Timeframe			Primary Responsibility
	Near Term	Mid Term	Longer Term	
<i>Improved Zoning</i>				
▪ Develop new zoning code to implement new categories.			x	City, Planning Department and Commission
▪ Work with the Comprehensive Plan Land Use Recommendation map on an area by area basis to determine the feasibility and acceptability of rezoning.			x	City, Planning Department and Commission
<i>Improved Standards and Regulations</i>				
▪ Create a new City subdivision code.	x			City, Planning Department and Commission, Public Works
▪ Evaluate and consider shifting platting authority from Borough to City of Homer.			x	City Council, Administration, Planning Department and Commission, Public Works and Kenai Peninsula Borough
▪ Adopt new development standards for development in environmentally sensitive areas. Includes road construction practices.	x			City Planning Department and Commission, Public Works, Transportation Advisory Committee
▪ Create new development standards for higher density residential development.		x		City, Planning Department and Commission
▪ Adopt building codes.		x		City Council, with future Building Inspector
<i>Green Infrastructure</i>				
▪ Evaluate incentives to promote development that uses the green infrastructure ideas presented in Appendix D.	x			City, Planning Department and Commission,
▪ Develop new standards to address issues related to shore stabilization and ocean front development.		x		City Planning Department and Commission,
▪ Adopt guidelines for sustainable development such as energy efficiency, use of recycled materials, and low impact landscaping in city buildings.	x			City Administration, Council
<i>Pattern of Development</i>				
▪ 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

<ul style="list-style-type: none"> Amend city code to recognize the transfer of development rights to preserve environmentally sensitive or recreational areas. 	x			City Planning Department and Commission, Borough
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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.		x		City, Public Works, Planning Department, Planning Commission, Transportation Advisory Committee
Parking				
<ul style="list-style-type: none"> Construct strategically located parking lots in or near downtown. 		x		City, Administration, downtown businesses
<ul style="list-style-type: none"> Improve/increase on-street parking. 		x		City, Planning Department and Commission, Public Works
<ul style="list-style-type: none"> Allow for shared parking and in-lieu fees for downtown businesses. 		x		City, Planning Department and Commission,
Trails/Non-motorized Transportation				
<ul style="list-style-type: none"> Develop bike/pedestrian friendly roadway design standards. 	x			City Public Works, Transportation Advisory Committee
<ul style="list-style-type: none"> Implement the policy recommendations of the Non-Motorized Transportation Plan, e.g. an acceptance policy for trail easements. 	x			City Public Works, Administration
<ul style="list-style-type: none"> Build the recommended trail connections in the Non-Motorized Transportation Plan. 	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. 		x		City Administration, Council, Fire Department

▪ Develop satellite facility on Skyline Drive.	x			City Administration, Fire Department
▪ Hire Fire Marshal/Code Examiner.	x			City, Council
▪ Increase volunteer core to 50 people.		x		City, Fire Dept, volunteers
▪ Increase marine fire/emergency response capabilities.		x		City, Port & Harbor merchants & patrons
▪ Increase training opportunities.		x		City, Fire Department
▪ Update Emergency Operations & Hazard Plans.			x	City, Fire Department
<i>Police Department</i>				
▪ Hire dedicated Homer Spit Officer for summer months.	x			City, Council, Police Department, Port and Harbor
▪ Address retention and recruitment issues, and retain a competitive compensation package.	x			City, Police Department, Council
▪ Implement a reasonable vehicle replacement plan.		x		City Council, Administration, Public Works
▪ Construct new building.		x		City Council, Administration
<i>Water & Sewer</i>				
▪ Institute a community water conservation program and provide incentives.	x			City, Public Works, Finance, Council
▪ Implement the Water Sewer Master Plan.	x	x	x	City, Public Works, Finance, Council
▪ Construct water and sewer lines to developed properties as demand warrants.			x	City Public Works, Council
▪ Develop a new water source.			x	City, Administration, Public Works
▪ Repair and rehabilitate sewer mains to reduce infiltration.	x			City, Public Works
▪ Enact a sewer inflow reduction program.	x			City, Public Works
<i>Port & Harbor</i>				
▪ Complete the Port and Harbor projects listed in Homer's current CIP, including:	x	x	x	City, Council, Administration, Port and Harbor, ACOE, AKDOT
▪ Create an East Boat Harbor			x	
▪ Address general harbor maintenance and erosion control	x			
▪ Complete Homer Spit trail and harbor pathways	x			
▪ Improve restrooms along the spit trail			x	
▪ Build new Port and Harbormaster facility	x			

▪ Address parking/develop spit shuttle	x			See land use City, Council, Administration, Port and Harbor
▪ Monitor erosion of Spit	x			City, ACOE, AKDOT, KBRR, KPB Coastal Management District
<i>Solid Waste</i>				
▪ Institute measures to improve recycling among City departments.	x			City Administration
▪ Work with the Borough on developing future strategies for waste disposal.	x			City Administration, Borough
<i>Library</i>				
▪ Increase staff to respond to increased demand.		x		City Council, Administration
<i>Administration</i>				
▪ Build a new City Hall and Plaza.		x		City Council, Administration
<i>Senior Services</i>				
▪ Improve accessibility for senior citizens. Require all public facilities be accessible for seniors and individuals with disabilities.	x			City Administration, Public Works, Planning Department and Commission
▪ Encourage or create incentives for private businesses to provide or improve accessibility for seniors.		x		City, business community
<i>Youth Services</i>				
▪ Provide a range of activities and programs to benefit youth.		x		City, Parks and Recreation/Community Schools, nonprofits
<i>Education</i>				
▪ Continue to partner and work to support efforts of the Kenai Peninsula Borough School District.			x	City, KPB
<i>Storm Water</i>				
▪ Develop storm water design criteria for large parcel development.	x			City, Public Works
▪ Adopt area-wide storm water management standards.		x		City, Public Works
▪ Encourage the utilization of green infrastructure mapping as a means to identify and retain natural drainage channels and important wetlands, which serve drainage functions.	x			City, Public Works, Planning
<i>Community Capacity</i>				
▪ Continue to work with residents and businesses to better understand community priorities, and to the	x			City, All departments

extent possible, find resources to meet these needs.				
▪ Continue to work with citizen groups and nonprofit organizations which play a large role in providing desired services in Homer.	x			City, Community
▪ Increase the net revenues coming into the city, through managing costs and expanding the community's tax base.	x			City Council, Administration, Community
▪ Support the efficient use of existing community facilities. Partner with organizations to keep city facilities operating beyond normal hours	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.		x		City, City Council
Conduct parks inventory and needs assessment; establish a park dedication ordinance.		x		City, nonprofits, Public Works, Planning and Parks and Recreation Departments and Commissions
Establish, implement park landscaping standards.	x			City, Parks and Recreation
Build a city greenhouse to support the Homer beautification program.			x	City, Administration, Parks and Recreation
Improve access/remove barriers to using parks and recreation facilities.	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.		x		City Administration, nonprofits
Create a Parks and Recreation Master Plan.	x			City, Public Works, Parks and Recreation Department and Commission, Planning
Update the Beach Policy.		x		City, Parks and Recreation Commission, Police Department

Economic Vitality. *See Chapter 8 for details.*

	Timeframe	
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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.		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.	x			City, Public Arts Committee, nonprofits
Tourism				
<ul style="list-style-type: none"> Provide adequate parking for Spit attractions and/or efficient shuttle service between downtown and Spit areas. 	x			City/private
<ul style="list-style-type: none"> Prepare a Tourism Management Plan. 		x		City, Chamber
Natural Resources				
<ul style="list-style-type: none"> Expand the Deep Water Dock. 			x	City Council, Port and Harbor Commission and Department
<ul style="list-style-type: none"> Support commercial fishing and fish processing. 	x	x	x	City, Council, Lease Committee, Port and Harbor and Economic Development Commissions
Support staging areas for large development projects.		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.		x		City, Council, Economic Development Commission, Chamber
Review and update the Comprehensive Economic Development Strategy as needed.		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.	x			City – Administration, City Council
Improve energy efficiency and conservation in City	x			City - Administration

facilities.				
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