



Agenda

Planning Commission Worksession

Wednesday, November 01, 2023 at 5:30 PM

Cowles Council Chambers In-Person & Via Zoom Webinar

Homer City Hall

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

Zoom Webinar ID: 936 2815 3389 Password: 865591

<https://cityofhomer.zoom.us>
Dial: 346-248-7799 or 669-900-6833;
(Toll Free) 888-788-0099 or 877-853-5247

CALL TO ORDER, 5:30 P.M.

AGENDA APPROVAL

DISCUSSION ITEMS/PRESENTATIONS

A. Planning Commission Strategic Plan

CONSENT AGENDA ITEMS

REGULAR AGENDA ITEMS

COMMENTS OF THE AUDIENCE (3 minute time limit)

ADJOURNMENT

Next Regular Meeting is **WEDNESDAY, DECEMBER 6, 2023 at 6:30 p.m.** A worksession will be held at 5:30 p.m. All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.



City of Homer

www.cityofhomer-ak.gov

Planning

491 East Pioneer Avenue
Homer, Alaska 99603

Planning@ci.homer.ak.us

(p) 907-235-3106

(f) 907-235-3118

Staff Report PL 23-058

TO: HOMER PLANNING COMMISSION
FROM: JULIE ENGBRETSSEN, ECONOMIC DEVELOPMENT MANAGER
DATE: NOVEMBER 1, 2023
SUBJECT: DRAFT STRATEGIC PLAN

Requested Action:

1. Read the staff report to the EDC, and skim their strategic plan.
2. Read the Planning Commission draft plan and bring your ideas to the work session.

Introduction

At the work session with the City Council, the Commission briefly discussed having a strategic plan. To that end, I have provided a draft plan for discussion at the work session. Please also take a look at the staff report to the Economic Development Commission on this topic, as well as their final plan from last year. A copy of the Commission calendar is also included in every packet; it is a tool that can help the Commission and staff schedule a topic and ensure progress toward the goals of your plan.

What this strategic plan is and is not

IS:

- The process by which the Commissions agrees how they will spend their time and staff time beyond Council directed tasks and code driven applications (CUPs, plats etc).
- A tool to help staff understand your agreed upon priorities so staff can be more effective
- A Planning Commission document that is adopted by motion
- Is included in every meeting packet
- Is a document that will change over time as commissioners come and go, and opportunities arise

IS NOT:

- Approved by Council. This is your document.
- Written in stone. It can be amended. Staff recommends reviewing in June to see how its working.
- A laundry list of every possible work item as directed by the Comprehensive Plan or community or Commission desires.

- Perfect the first year. This document and process take time, but is not intended to be difficult. Expect to spend two or at most three meetings on this topic and then move on to doing the work of the shared goals.

Work session goals:

Staff will facilitate 30-40 minutes of discussion on the suggested goals and tasks, along with the ideas you bring to the meeting. I will make edits live on the screen. If the Commission does not have consensus on an item, we can set that item aside and move on. We can revisit stickier topics at the next meeting. This process works best if we all view it as a conversation, and a process to reach consensus on where you want to focus your efforts this year...your 'spare time' so to speak as a Commission.

Attachments

1. EDC October 2022 Strategic Plan Staff Report
2. 2022-2023 EDC Strategic Plan
3. Draft PC plan



City of Homer

www.cityofhomer-ak.gov

Planning

491 East Pioneer Avenue
Homer, Alaska 99603

Planning@ci.homer.ak.us

(p) 907-235-3106

(f) 907-235-3118

TO: Economic Development Advisory Commission
FROM: Julie Engebretsen, Economic Development Manager
DATE: October 4, 2022
SUBJECT: Strategic Plan

Requested Action: Review the draft 2022/2023 EDC Strategic Plan

Annually, the EDC prioritizes a list of ongoing short, medium and long-term goals to aid the commission in charting a general course for the year and keeping on-task. Staff uses this document as a guideline to schedule speakers and make agendas. The draft 2022/23 EDC strategic plan is provided for your review and any edits. We typically review the plan and make comments in October and approve the final version in November.

- Please see staff comments on the draft Strategic Plan. Be ready to remove items that are either resolved or that you don't think the Commission will make progress on. Bring your ideas of what you would like to work on over the next year!
- Staff comment: My work over the next year will focus in the Transportation Plan, continued HERC building discussion, implementing the Wayfinding plan, in addition to having a role with city land management and partnering with the Chamber of Commerce. If the EDC would like to work in this realm, we can accomplish a lot. If the EDC wants to go a different direction, EDC Commissioners will need to champion a topic.

Attachments

Draft 2021-2022 Strategic Plan

Executive of the Business Retention and Expansion Plan (BR&E) (page 2 is the area of focus)

**ECONOMIC DEVELOPMENT ADVISORY COMMISSION
2022-2023 STRATEGIC PLAN & GOALS**

<p>Ongoing Goals</p>	<p>1. Use the Commission’s SWOT analysis to develop strategies to implement policies that support Homer’s quality of life.</p>
	<p>2. Keep our ears to the ground and seek out areas of "lack." Confer with Julie about communicating with City Council and advising them on ways to overcome barriers- "the nexus of economic goals."</p>
<p>Near Term Goals < 6 Months</p>	<p>1. Familiarize with smart growth principles and best practices, and also green infrastructure concepts. Have these in our toolbox when development decisions come our way for consideration.</p> <p><i>Task:</i> Staff to provide smart growth resources.</p> <p><i>Task:</i> Promote energy resiliency through diversity and efficiency. Invite a speaker to talk about energy as that impacts cost of doing business and cost of living. (Perez)</p>
	<p>2. View economic development through the lens of balancing growth with quality of life.</p> <p><i>Task:</i> Create an EDC Mission statement as a guiding principle for what the EDC does.</p> <p><i>Task:</i> Define positive economic development, and what is the role of the EDC is in balancing growth and quality of life.</p> <p>(Perez volunteered, first quarter 2023)</p>
	<p>3. Housing: affordable short and long term housing. Seasonal workers, general work force, seniors, etc. affordable year round housing. (Marks)</p> <p><i>Task:</i> Stay engaged with the City for all housing conversations</p>
	<p>4. Present an annual report of EDC accomplishments to the City Council</p> <p><i>Task:</i> Approve memo to Council, read accomplishments to Council</p>
	<p>5. Have a conversation with the Chamber of Commerce about other economic development beyond tourism. How can the City and the Chamber work together to promote quality of life, and economic development for industries other than tourism, including messaging?</p> <p><i>Task:</i> Have a work session with the Chamber</p>
<p>Mid Term Goals 1 - 3 Years (2022 – 2025)</p>	<p>1. BR&E – review annually and plan for a new report (5 year mark is 2022-2023) <i>Opportunity:</i> Consider a funding request for the FY 2024-2025 budget</p>
	<p>2. Downtown vitalization momentum and wayfinding/streetscape plan</p> <p><i>Status:</i> Wayfinding and Streetscape work ongoing through 21 and implementation activities in 2022-2024</p> <p><i>Task:</i> Participate in the Transportation Plan, focusing on a walkable town with greenspace and connected business districts</p> <p><i>Longer term:</i> Consider storefront/Downtown and landscaping improvement program</p>

	<p>3. Economic resiliency planning.</p> <p><i>Opportunity:</i> EDC provide suggestions to KPEDD on the business tool box. EDC promote tool box to community.</p> <hr/> <p>4. Assess jobs training needs, workforce development, availability of workers and workforce supports including child care, housing.</p> <p><i>Opportunity:</i> Invite KBC Director Reid Brewer as speaker, how does the college make course offering decisions? How is work force development part of the planning? What does the KBC Advisory Board do?</p> <p><i>Opportunity:</i> Invite 9-Star to make a presentation</p> <p><i>Opportunity:</i> Brief survey to businesses and employees on their needs.</p>
<p>Long Term Goals 5 Years or More (2025+)</p>	<p>1. Multipurpose community center (HERC)</p> <p><i>Status:</i> Scoping study has been funded. Demolition of the smaller building has been funded; tear down planned in 2023.</p>

OVERALL EDC DUTIES AND RESPONSIBILITIES

The Economic Development Advisory Commission will act in an advisory capacity to the City Manager and the City Council on the overall economic development planning for the City of Homer in accordance with Homer City Code Chapter 2.76; www.codepublishing.com/AK/Homer. The EDC also assists with official City planning documents including the following:

- Kenai Peninsula Economic Development District (KPEDD) – Regional Comprehensive Economic Development Strategy (link will bring you to all KPEDD reports): <https://kpedd.org/reports>
- Homer’s Comprehensive Economic Development Strategy (CEDS): www.cityofhomer-ak.gov/economicdevelopment/comprehensive-economic-development-strategy
- Business Retention and Expansion Survey Report (BR&E): <https://www.cityofhomer-ak.gov/economicdevelopment/2017-business-retention-expansion-survey-report>
- Homer Comprehensive Plan: <https://www.cityofhomer-ak.gov/planning/comprehensive-plan>

DUTIES OF COMMISSION/STAFF

Commissioners

- Attend City Council meetings as assigned.
- Attend work sessions and training opportunities.
- Come prepared to make a motion for action at meetings, or ask staff before the meeting for more information.
- Communicate with City Council members to gain support on EDC-related projects that need sponsorship at the Council level.

Staff (Julie Engebretsen)

- Aid the Chair in setting the agenda.
- Compile packet material from commissioners, write backup memos, and submit to Clerk.
- Provide information on items the commission needs to review annually.

- Inform the Commission of City Council actions and discussion of economic development related issues.

Clerk's Office

- Aid Staff in compiling packet materials and print/distribute them to the Commission.
- Aid Staff and Chair in setting the agenda.
- Tracking yearly items such as reappointments and elections.
- Help the Commission learn to be more efficient and effective in their meetings.
- Support the Commission's ability to communicate with the Mayor and City Council (through Memorandums, Resolutions, and Ordinances).

PLANNING COMMISSION
Draft 2024 STRATEGIC PLAN & GOALS

Ongoing Goals	<ol style="list-style-type: none"> 1. <i>Keep up with training – have effective meetings</i> 2. <i>Stay on top of tasks. Provide timely review of work from City Council and permit review applications</i> 3. <i>Improve communications between staff, chair and commission</i> 4. <i>Allow staff enough time to come back with quality work products</i>
Near Term Goals < 12 Months (6 months?)	<p>1. Participate in the process on the New Comprehensive Plan</p> <p><i>Task: Complete review of the Comprehensive Transportation Plan and make a recommendation to Council</i></p> <p><i>Task: Comp plan involvement</i></p> <ol style="list-style-type: none"> a. One commissioner to participate in the Comp Plan steering committee and report back to the full Commission b. All commissioners to participate in public meetings in person or zoom. Could also include watching the newspaper for plan coverage and community discussions. The goal would be to have a commissioner at every public event – staff can create a calendar so you can sign up around your schedule. <p><i>Opportunity: Invite a local speaker to talk about the Community Health Needs Assessment and Community Health Improvement Plan.</i></p> <p><i>Opportunity: Individual commissioners be involved with community groups to hear discussion – examples include Guiding Growth and the Chamber of Commerce.</i></p> <hr/> <p>2. Respond promptly to Council ordinances and requests for input</p> <p><i>Task: Review and respond to new Subdivision ordinance changes (forthcoming in November)</i></p> <p><i>Task: Review and respond to new Short Term Rental regulations (forthcoming in November)</i></p> <hr/> <p>3. Increase Commission efficiency and effectiveness</p> <p><u>Meetings:</u></p> <p><i>Task: Train on making motions so all commissioners can make motions and keep meetings moving along.</i></p> <p><i>Task: Use 2024 to update the calendar so it’s a functional tool for staff and the Commission</i></p> <p><u>Council Communications:</u></p> <p><i>Task: Have a commissioner report in person or via zoom to Council for each Commission report.</i></p> <p><i>Task: Consider a quarterly or twice a year longer report to Council about the Commissions work or concerns.</i></p> <p><i>Opportunity: Staff can help you with Council reports – call or email ahead of time!</i></p>

	<p>Staff Communications:</p> <p><i>Task:</i> Call or email Ryan with questions, comments and concerns.</p> <p><i>Task:</i> Allow staff enough time to provide professional level work for packets. Postponing an item one meeting is usually not enough time to bring forward substantially different work.</p> <p>4. What else are you interested in?</p> <p>How can you champion the topic? ... options: guest speaker, utube, articles, etc....</p>
<p>Mid Term Goals 1 - 3 Years (2024 – 2026)</p>	<p>1. Work with or interface more with other Commissions on large City projects? Ex: harbor, recreation center....? Is there a way staff can better share information?</p> <p>2. Participate in Zoning Code update</p> <p>3. ?</p>
<p>Long Term Goals 3 Years or More (2027+)</p>	<p>1. Monitor comp plan and code for amendments – expect to need code adjustments over time.</p> <p>2. ?</p>

OVERALL PC DUTIES AND RESPONSIBILITIES

The Planning Commission will act in an advisory capacity to the City Manager and the City Council on the overall planning for the City of Homer in accordance with Homer City Code Chapter 2.72; www.codepublishing.com/AK/Homer The Commission also acts in an advisory capacity to the Kenia Peninsula Borough on platting matters. The Commission also assists with official City planning documents including the following:

- Homer Comprehensive Plan: <https://www.cityofhomer-ak.gov/planning/comprehensive-plan>

DUTIES OF COMMISSION/STAFF

Commissioners

- Attend City Council meetings as assigned.
- Attend work sessions and training opportunities.
- Be prepared to make a motion for action at meetings, or ask staff before the meeting for more information.
- Chair or Vice Chair communicate with staff on a monthly basis on the PC’s work and upcoming tasks.

Staff (Ryan Foster)

- Communicate with Chair or Vice Chair once a month about upcoming agenda items.
- Compile packet material from commissioners, write backup memos, and submit to Clerk.
- Provide information on items the commission needs to review annually.
- Inform the Commission of City Council actions and discussion of planning related issues.

Clerk’s Office

- Print and distribute packets to the Commission.
- Track yearly items such as reappointments and elections.
- Help the Commission learn to be more efficient and effective in their meetings.