

Appendix I: Actions for Partner Strategies

Key to Icons in the Plan

⚡: **PRIORITY.** Emerging priority for implementation.

✂: **CAPITAL.** This action features a potential capital project (including those in planning and feasibility stages).

*: **CODE.** This action recommends a specific code revision.

◆: **2018.** This action is adapted/carried over from the 2018 comprehensive plan.

Land Use & Environment Potential Partner-Led Strategies

6. **Collaborate with public and private partners to enhance community spaces and recreational infrastructure.** ◆
 - a. Promote public-private partnerships for the maintenance and improvement of parks, trails, and green spaces.
 - b. Expand the adopt-a-park program to engage local businesses, service organizations, and youth groups in caring for public spaces.
 - c. Explore the creation of a park endowment fund to support long-term maintenance and upgrades of outdoor recreation areas.
 - d. Partner with local organizations and private property owners to complete sidewalks, install landscaping, improve building façades, and integrate green infrastructure in commercial areas.
 - e. Encourage joint use agreements and shared investment in parking, access, and public amenities that support compact, walkable development.
7. **Coordinate with regional and state agencies to align land use policies with environmental stewardship and shared planning goals.**
 - a. Work with regional land use partners to ensure development codes reflect adopted plans and evolving land management goals.
 - b. Incorporate shared hazard mitigation, watershed protection, and climate adaptation priorities into local land use planning through ongoing interagency collaboration. ◆

Public Facilities and Services Potential Partner-Led Strategies

7. Identify and address the deficiencies of the Homer Airport (updated master plan, more reliable year-round service, etc.).

- a) Collaborate with the Alaska Department of Transportation & Public Facilities (DOT&PF) in the development of a new airport master plan for Homer Airport.
- b) Collaborate with air carriers to provide more reliable year-round service to and from Homer Airport.

8. Ensure people of all ages and abilities can live, work, and play in the community, including encouraging businesses and organizations to create accessible, ADA-compliant facilities.

- a) Include accessible crossings in all future road projects. ✖
- b) Ensure community hubs (schools, university campus, stores, services, parks) are accessible and connected for all ages and abilities. ✖

9. Collaborate with Borough, state, and federal partners to ensure year-round access to community facilities for recreational, educational, social, and cultural activities.

- a) Support the efficient use of existing community facilities. Partner with organizations to keep city facilities operating beyond normal hours. ♦
- b) Continue to collaborate with the Kenai Peninsula Borough (KPB) to use school facilities for recreational, educational, social, and cultural activities to the entire community after school hours and in the summer. ♦

Housing Potential Partner-Led Strategies

3. Develop incentives and public-private partnerships for affordable and long-term housing development.

- a. Conduct targeted borough land disposition for housing with specific objectives in mind: manufactured housing, smaller lots for more affordable ownership and rental products, duplexes, and triplexes. Note: The strategic approach to land disposition could occur through targeted negotiations/partnerships with local organizations, such as Tribes and Kenai Peninsula Housing Initiatives, Inc. In addition, the RFP process could be used to select developers/contractors and associated homebuyers for selected borough owned lots with specific housing objectives.
- b. Explore the creation of a local housing fund and implement targeted incentives to encourage affordable housing development over luxury and short-term rental projects.
- c. Address the scarcity of affordable land by exploring Community Land Trust models (example: Sitka, AK) and other strategies to lower land acquisition costs.
- c) Explore ways to incentivize private property owners to place existing vacant parcels into residential use.
- d. Build public-private partnerships with organizations that influence housing development, such as contractors, nonprofits, Tribal housing authorities, and lending agencies.
- e. Explore possibilities for City land acquisition with the intent to develop attainable housing through a request for proposal (RFP) process.
- d) Explore partnerships and solutions that could reduce the cost of shipping for building materials and manufactured homes to Homer.
- e) Engage with lenders, insurance providers, utility companies, and housing advocates to identify barriers and potential solutions for financing, insuring, and connecting non-traditional housing types (e.g., yurts, tiny homes, manufactured housing).

Economic Development Potential Partner-Led Strategies

- 4. Support Homer's youngest residents and their families by making sure they have what they need to grow and thrive, including access to child care. ⚡**
 - a. Ensure quality childcare is accessible and affordable, with parents and caregivers easily able to connect with available childcare resources and programs.
 - b. Promote a healthy lifestyle by increasing activities available for youth.
 - c. Promote volunteer and education opportunities for youth to become involved in civic life and contribute to improving the community.
- 5. Expand vocational training resources, particularly in trades, marine trades (including mariculture and shipping industries), and healthcare industries, to retain young residents and provide year-round employment. ⚡**
 - a. Enhance health care opportunities and adjacent industries to strengthen local services and employment. ♦
 - b. Create co-working spaces and incubator hubs for small-scale manufacturers and entrepreneurs. (The Commons in Ketchikan is a good case study <https://www.tongassfcu.com/business/business-services/the-commons-at-tfcu/>.)
 - c. Encourage the retention of existing and the relocation of new Federal and State Government jobs and training programs to Homer. Promote Homer as a place to expand and attract government operations. ♦
 - d. Continue and increase support for the Alaska Small Business Development Center business advisor located in Homer to foster local business growth.
- 6. Support access to quality, affordable health care. ⚡**
- 7. Promote fishing and maritime services as viable career options in Homer and demonstrate long-term support for and commitment to the industry.**
 - a. Develop programs to attract seafood buyers and retailers to Homer, increasing competition and driving better prices for local fishermen.
 - b. Expand hands-on training and apprenticeships to promote fishing as a viable career option.
 - c. Offer grant programs, financial assistance, and legal services to support new entrants to the fishing industry.
 - d. Promote sustainable, science-based fisheries management.
- 8. Promote food security.**
 - a. Identify supply chain vulnerabilities.
- 9. Address barriers to workforce recruitment and retention (e.g., housing, child care).**
- 10. Pursue moderate, sustainable growth in tourism, focusing on activities that benefit small businesses and minimize negative impacts on community character. ♦**
- 11. Develop regenerative tourism strategies to balance visitor growth with environmental and community preservation.**

- b. Promote recreation, the arts, and non-governmental organizations as a complement to tourism and as an export industry. ♦

11. Support Homer’s seniors, including the ability to remain in the community as they age.

12. Support high-quality K-12 and higher education in Homer, support teachers, and sustain lifelong learning opportunities for all residents.

- a. Develop regenerative tourism strategies to balance visitor growth with environmental and community preservation.
- b. Promote recreation, the arts, and non-governmental organizations as a complement to tourism and as an export industry. ♦

Transportation Potential Partner-Led Strategies

- 3. Ensure continued operation of safe airport and ferry operations to support the movement of people and goods to and from the community and maintain Homer's status as a regional hub.**
- 4. Explore public transit options, particularly in the Homer Spit area, to alleviate traffic congestion and improve accessibility for seasonal workers, residents, and visitors.**
- 5. Install benches, trash cans, bike racks and create drop-off and pick-up locations for buses, taxis and visitors, in alignment with the Homer Wayfinding and Streetscape Plan.**

Governance Potential Partner-Led Strategies

5. **Identify opportunities to coordinate with organizations including Tribal organizations, Alaska Native Corporations, and local and regional non-profits to leverage resources and provide services more cost-effectively.**
 - a. Build a coalition of public-private partnerships to support improvements to the commercial streetscape of Pioneer and Old Town.
6. **Work with the Kenai Peninsula Borough to advocate for and implement policies that fiscally benefit borough communities.**

Potential Kenai Peninsula Borough Policies that Could Benefit Homer

Potential Borough Policy	Description	Benefit(s) for Homer
Revenue-Sharing Based on Population Growth	Borough level policy that adjusts revenue-sharing allocations based on population growth.	As Homer grows, the policy would provide additional funds to support expanded public services, infrastructure, and public safety without burdening local taxpayers.
Capital Improvement Fund for Growing Municipalities	Establish a dedicated borough capital improvement fund to provide grants and low interest loans to cities experiencing growth.	Would help Homer to handle the infrastructure costs of population growth without taking on significant debt, reducing the burden on Homer's operating budget and freeing up funds for other critical needs.
Population-Weighted Grant Distribution	Borough level grant distribution system that prioritizes municipalities with a higher growth rate for specific needs, such as public safety or health funding. Grants could be allocated based on metrics such as population increase, infrastructure needs, and public safety demands.	Homer's infrastructure needs are expected to rise with additional population. These targeted grants would help ensure that the city can afford any necessary expansions without relying heavily on local taxes.
Borough-Wide Infrastructure Bonds	Issue borough-wide bonds for large-scale infrastructure projects that benefit growing cities like Homer, with repayment shared across the borough rather than being the sole responsibility of individual cities.	Large infrastructure projects are very costly for a single city. A shared bond would allow Homer to access necessary funds without incurring unsustainable debt.
Tourism and Recreation Investment	Implement borough-level strategies to boost tourism and recreational activities in cities experiencing growth. This could include building and maintaining parks, trails, and tourist attractions that drive additional sales tax revenue.	Boosting tourism-related investments could help offset the costs of population growth while generating additional revenue for the city's budget.

Sustainability and Resilience Potential Partner-Led Strategies

4. **Leverage Partnerships to Advance Community-Wide Sustainability and Resilience.** ⚡

Advance Renewable Energy and Infrastructure Innovation

- a. Support the expansion of electric vehicle charging infrastructure across the community to reduce transportation-related emissions and improve access for residents and visitors.
- b. Collaborate with partners to advocate for and invest in renewable energy sources, including hydroelectric, solar, wind, and tidal.
- c. Coordinate with utilities to pilot and plan for future microgrid networks that improve local energy resilience and distribution.

Strengthen Land and Watershed Stewardship Through Collaborative Planning

- d. Partner with conservation organizations and regional land managers to restore, enhance, and manage wetlands and habitat systems that support resilience and watershed health.
- e. Develop a wetlands inventory and management plan to guide long-term land use decisions based on the function and value of wetland areas.
- f. Develop and consider adoption of an updated, science-based wildlife corridor map that integrates updated habitat data, climate resilience considerations, and land use patterns to inform protection of critical habitats.
- g. Enhance stream corridors with constructed ponds, restored wetlands, and other ecological features that provide habitat, manage runoff, and improve recreational access.

Improve Mapping and Data to Support Resilient Land Use Decisions

- h. Develop technical mapping tools, including stormwater drainage basins and flow paths, to guide City-led infrastructure decisions and support watershed-based planning.
- i. Inventory land with geographic information systems (GIS) to identify priority sites for open space acquisition and hazard mitigation.

Promote Waste Reduction and Resource Recovery

- j. Coordinate with the Kenai Peninsula Borough to support community recycling and resource recovery programs and explore opportunities for improved waste management.