

Kenai Peninsula Borough Comprehensive Plan 2018 Update

Public Review Draft December 15, 2017

This plan is available to download as a PDF at www.KPBCompPlan.com.

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**The public comment period is open through Saturday,
March 31, 2018.**

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ACKNOWLEDGEMENTS

Thank you to all Kenai Peninsula residents, communities, businesses, organizations and other local, state and federal partners who have contributed to this Public Review Draft of the Kenai Peninsula Borough Comprehensive Plan. The project team looks forward to input from all residents, and the chance to get your feedback at a future Kenai Peninsula Borough Comprehensive Plan presentation and/or meeting in early 2018.

NOTE: This public review draft is a work in progress. Additional images, graphics, and other visual elements will be included, and technical corrections addressed before the public hearing draft is finalized. Our emphasis in this draft is to present what we've learned throughout the planning process, what we have heard from all of the public engagement and comments received to date, and to introduce a thorough and forward-thinking Kenai Peninsula Borough Comprehensive Plan with many specific policy priorities.

We need YOUR input on the draft plan, what where you would like to see for the future of the Kenai Peninsula Borough. We welcome your thoughts, comments and questions!

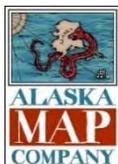
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Project Team

This plan was produced by Agnew::Beck Consulting with support from Alaska Map Company, ASRC Energy Services, Alaska Survey Research, Casey Planning & Design, Northern Economics and PDC Inc. Engineers.



PLAN ADOPTION

NOTE: The final version of this plan will include information about the Assembly ordinance adopting the plan, including a copy of the ordinance and the date adopted.

This plan is currently available for public review and comment, and will be revised prior to being submitted to the Kenai Peninsula Borough Planning Commission for formal review and approval. Following action by the Planning Commission, the plan will come before the Kenai Peninsula Borough Assembly for adoption.

Public input is welcome during the public review process through spring 2018, and there will be opportunities for comment in public hearings before the Planning Commission and Assembly.

Executive Summary

OUR VALUES



OUR VISION: WHAT IS OUR FUTURE KENAI PENINSULA?

Keep the Kenai Peninsula a unique, prosperous, vibrant and attractive place to live.



Expand and diversify economic opportunities



Support local food, agriculture and industry



Balance economic benefits of tourism with residents' quality of life



Protect our most important natural resources



Promote fiscally responsible government



Maintain our infrastructure & services

GOALS & OBJECTIVES

Goal 1. Diversify and grow the Kenai Peninsula Borough economy.

Focus Area: Agriculture and Mariculture

- Support a more sustainable and resilient Kenai Peninsula through increased agricultural production and distribution.

Objective A. Produce quality, healthy agricultural products for local, state and export markets.

Objective B. Sustain and create new agriculture-related jobs and businesses.

Objective C. Encourage greater local and regional self-sufficiency.

Objective D. Develop a sustainable mariculture industry and create new opportunities for exports.

Objective E. Focus Area: Agriculture and Mariculture

Focus Area: Commercial Fishing & Seafood Harvesting

Objective A. Encourage the development of seafood industry job opportunities that provide good income and benefits to borough residents.

Objective B. Support a diverse mix of pre-employment education and training, on-the-job training and ongoing educational programs to improve the employability of borough residents.

Objective C. Strengthen development of the borough's commercial fishing industry.

Focus Area: Mining

Objective A. Strengthen the investment climate to support mining in the Kenai Peninsula Borough.

Objective B. Encourage development of mining and resource development job opportunities that provide good income and benefits to borough residents.

Objective C. Support a diverse mix of pre-employment education and training, on-the-job training and ongoing educational programs to improve the employability of borough residents.

Objective D. Strengthen development of the borough's mining industry.

Focus Area: Oil & Gas

Objective A. Continue support for the oil and gas industry, which is one of the primary economic sectors in the borough.

Objective B. Anticipate the workforce development and training needs related to employment demand and qualifications from the oil and gas sector's exploration, development, and production and refining activities and from the potential Alaska LNG liquefaction facility and marine terminal.

Objective C. Plan for the housing, public services and transportation infrastructure that would be needed to support the Alaska LNG project liquefaction facility in Nikiski.

Objective D. Encourage efficient use of land, infrastructure and services in areas already supporting the oil and gas sector.

Focus Area: Tourism & Recreation

- Actively invest in and manage tourism and recreation as foundations to the borough's economy and quality of life.
- Expand the quality and diversity of four-season recreation opportunities and facilities, to increase the pleasure of living in and visiting the borough, and to promote healthy lifestyles.
- Take actions to maximize the potential of tourism to bring sustainable, local economic and fiscal benefits including working to increase lengths of stay and spending per visit and increasing year-round visitation.
- Take actions to minimize the potential negative side effects of tourism, such as congestion, crowding at destinations, and adverse environmental impacts.
- Make it easier, safer and more enjoyable to be a pedestrian in the borough by improving access to systems of trails or pedestrian pathways.
- Maintain and improve the quality of the natural settings and ecosystems of the borough's scenic beauty that provide the foundation of tourism and recreation attractions.

Objective A. Continue to provide great outdoor recreation and tourism opportunities for a wide range of users, to create a stronger, more enduring borough economy and support resident health and quality of life

Objective B. Improve recreational trails, recreational access and mobility

Objective C. Protect the underlying quality of recreation and tourism places and resources.

Objective D. Expand the recreation and tourism appeal of borough communities

Objective E. Expand recreation and tourism marketing, education, job training

Objective F. Partnerships and public facility funding.

Focus Area: Sportfishing

- Sustain and expand opportunities for sustainable sportfishing, and the benefits sportfishing provides for the local economy and quality of life.
- Protect the health of the natural intact habitat that sustain the sportfishing resource.
- Improve access and fishing opportunities, conservation of fish habitat, land management, marketing, education, and partnerships.

Objective A. Expand opportunities for sportfishing while protecting the resource

Objective B. Protect and enhance the natural systems that support healthy sustainable sportfish habitats and populations.

Objective C. Support continued sportfish research, monitoring and education efforts.

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.

Focus Area: Land Use

- Sustain and capitalize on what residents most value and enjoy about their neighborhoods and the borough's spectacular scenery, outdoor recreation opportunities, and the natural environment and the fish and wildlife it supports.
- Use land use policies to expand local economic opportunities, including more and better jobs, expanded local shopping and other commercial services, and to help strengthen the Borough's fiscal health.

- Expand local influence over the large percentage of lands in state and federal ownership.
- Improve the quality, efficiency and availability of public services and facilities.
- Develop policies that hit a balance point between a fully “hands-off” approach to land use and natural resource protection and overly intrusive land use rules and restrictions.

Objective A. Establish polices that better guide land use to minimize land use conflicts, maintain property values, protect natural systems and support individual land use freedoms.

Objective B. Develop a stronger local voice in decisions on uses of federal and state lands.

Objective C. Guide land use to promote economic development and efficient public roads and other services and facilities.

Objective D. Maintain the quality of the borough’s natural environment; minimize risk of development in hazardous areas; develop strategies that anticipate and respond to the impacts of climate change.

Objective E. Actively work with communities outside of the organized cities in developing locally-driven community plans.

Focus Area: Hazard Mitigation & Managing Impacts of Climate Change

Objective A. Mitigate structural failure in Kenai Peninsula Borough facilities during seismic events.

Objective B. Mitigate risk of flooding and erosion for borough residents.

Objective C. Reduce loss of life during natural disasters through public outreach and analysis.

Objective D. Manage beneficial and deleterious effects of climate change impacts.

Goal 3. Preserve and improve quality of life in the Kenai Peninsula Borough through increased access to local and regional facilities, activities, programs and services.

Focus Area: Energy & Utilities

Objective A. Encourage coordination of residential, commercial, and industrial development with extension of utilities and other infrastructure.

Objective B. Assist communities and residents in generating financing plans for utility extensions.

Focus Area: Public Safety & Emergency Services

Objective A. Work with cities, Department of Public Safety, and other partners to increase police protection and community safety in the borough.

Objective B. Support efforts to reduce crime and recidivism, increase successful reentry of ex-offenders, and promote community-based justice.

Objective C. Continue working with agency and community partners to provide coordinated emergency services to prepare for, mitigate, respond to and recover from natural and human-caused emergencies throughout the borough.

Objective D. Establish or improve water supply systems to support firefighting operations in areas without central water systems.

Focus Area: Housing

- Objective A. Increase supply and variety of affordable housing options in the borough, while managing impacts of growth in communities.
- Objective B. Encourage options for seniors to age in place, maintain the affordability of their home, and other options for remaining in the community.
- Objective C. Encourage creation and expansion of a continuum of services to reduce homelessness and prevent risk of homelessness in the borough for youth, families and seniors.
- Objective D. Encourage efficient use of land, infrastructure and services outside incorporated cities by prioritizing future growth in the most suitable areas.

Focus Area: Historic Preservation

- Objective A. Support efforts to identify, document, protect, interpret, and celebrate cultural resources in borough communities.
- Objective B. Maintain the character of historic towns, districts, and properties while encouraging commercial, tourist, and cultural development.

Focus Area: Health

- Objective A. Protect and enhance the health of all Kenai Peninsula Borough residents and communities.
- Objective B. Encourage seniors to remain active and healthy members of the community.
- Objective C. Support the health care industry as an important economic sector and service provider in the community.
- Objective D. Promote local education and workforce development opportunities in the health care sector.
- Objective E. Reduce and prevent deaths and other harms related to substance use and addiction.

Goal 4. Improve access to, from, and connectivity within the Kenai Peninsula Borough.

Focus Area: Transportation

- Objective A. Encourage the safe, responsible expansion of aviation options for private, commercial, and recreational use
- Objective B. Develop pathways to connect communities with each other and with nearby trails.
- Objective C. Support the expansion of public and private marine ferries and routes to expand access to borough communities.
- Objective D. Support the expansion of dock facilities to support marine repair and maintenance, cruise ship, freight, and ferry operations.
- Objective E. Work with communities to expand public transportation options and ensure the long-term sustainability of public transportation for all residents.
- Objective F. Proactively plan for and engage with DOT&PF policies and studies.
- Objective G. Ensure existing infrastructure is maintained and improved.
- Objective H. Ensure new roads are developed in alignment with existing and planned growth and development.

Goal 5. Create more active and engaged Kenai Peninsula Borough residents, local communities, and a more effective and efficient Borough government.

Focus Area: Education & Workforce Development

Objective A. Provide cost-effective, quality educational services to school-age borough residents.

Objective B. Expand educational and training opportunities that tie to directly to the anticipated growth industries.

Focus Area: Fiscal Health

Objective C. Develop a sustainable fiscal plan for funding Borough operations that reduces dependence on uncertain State funding.

Objective D. Diversify Borough revenues to reduce exposure to single industries or sources.

Objective E. Develop and apply new fiscal strategies that better link growth in demand for services with revenues needed to pay the cost of those services.

IMPLEMENTATION MATRIX: PRIORITY STRATEGIES

NOTE: Identifying priority strategies and an implementation plan are important parts of this plan. Priorities and specific implementation actions will be determined through the public review process. The table below is included as a placeholder to illustrate the type of information that will be included for implementation.

The table below outlines the priority strategies within each goal, with specific actions items for each. The priority strategies are important, short-term actions for the Borough to work toward the plan’s larger goals. As the plan is updated in the future, there will be new or revised priority strategies to support implementation of the plan.

See the Implementation chapter for a full list of strategies for each goal.

Strategy	Actions	Leader + Partners	Success Measure	Baseline (2018)	Target (YEAR)
Goal. Goal Name					
Strategy. Short Name	<ul style="list-style-type: none"> - Action to achieve strategy 		Description of measurement to track progress.	Current #	Target #

COMPREHENSIVE PLAN THEMES: WE ARE AT A TURNING POINT

An Opportune Moment for Collaboration. Based on the many hundreds of conversations that went into the creation of this draft plan, there is a strong sense that borough residents are ready to move energetically and collaboratively into the next chapter of borough history. There is a shared awareness of new economic realities, such as decreased state funding, and motivation to use the shift in resources and sources of revenue to create a new, more economically resilient Kenai Peninsula.

Economic, Fiscal and Environmental Health. The borough has an abundance of natural resources, intact landscape, diverse economy, and a range of resident entrepreneurs and workers committed to long-term positive change. While the future borough economy may be different than that of the past, there are new opportunities in number of traditional and emerging sectors, including oil and gas, tourism, health and agriculture. One key element of any economic strategy will be sustaining the health of the Kenai Peninsula's watersheds, forests and ocean waters that support so much of our way of life and economy.

Landscape-Compatible Development. While a majority of borough residents express satisfaction with limited land use regulations, there is also a clear desire to sustain what residents (and visitors) value most about the borough. At the same time, there is shared support for the types of development and change that will bring more year-round jobs, more local retail, and the revenues needed for quality schools, roads and other services.

Partnerships and Leveraging Resources. Any one entity in the borough cannot achieve the ambitious list of goals and strategies outlined in this plan. However, the Kenai Peninsula Borough, with their many local, regional, state, federal, private and non-profit sector partners, can expand its capacity to achieve a shared set of priorities, and ultimately, longer-term goals. As the catalyst and convener of their partners, the Kenai Peninsula Borough can make strategic investments to leverage resources that result in the completion of priority projects that benefit all residents.

Need for Clear Priorities. The work that led to this draft needs to continue over the coming months, with more listening and more conversations with a wide range of residents, businesses, land owners, agencies, non-profits and other partners. Building from work-to-date, and those upcoming conversations, the final plan will specify a subset of highest priorities for action, that reflect projects and programs that can be achieved, that provide greatest public benefit, and have strongest public support.

EMERGING COMPREHENSIVE PLAN PRIORITIES AND POLICIES

Priorities outlined below have emerged through the planning process to date, and present a sample of related policies – objectives, strategies or actions – the Borough, Kenai Peninsula communities, and many other regional, state and federal partners can take over the next five years to make the Kenai Peninsula an even better place to live. REMINDER: This is a sampling of a robust list of policies contained in this plan. Each section has additional context, data and specific strategies to achieve the objectives laid out by topic area.

- Sustain and make the most of the Kenai's assets.

Sample policy: Identify and protect the critical natural intact systems of the Kenai Peninsula Borough, its rivers, watersheds, and fish and wildlife habitats and resources. Actively support actions to sustain healthy fish habitats and populations in a way that preserves and enhances land values. See Land Use & Changing Environment and Hazard Mitigation & Climate Change sections for details.



Workforce Development

- Promote economic growth and innovative businesses.

Sample policy: Produce quality, healthy agricultural products for local, state and export markets. See Agriculture & Mariculture section for details.



Transportation Options

- Improve education and workforce development opportunities, especially for upcoming generations.

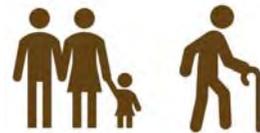
Sample policy: Assist continuing and vocational educational institutions in identifying: opportunities to expand programs and facilities by providing technical assistance; additional sites for facilities; and high demand jobs for which vocational and technical training is required. See Education & Workforce Development section for details.



Land Use and Changing Environment

- Address crime and public safety issues.

Sample policy: Work with cities, Department of Public Safety, and other partners to increase police protection and community safety in the borough. See Public Safety section for details.



Community Health

- Improve transportation systems to meet local needs.

Sample policy: Work with communities to expand public transportation options and ensure the long-term sustainability of public transportation for all residents. See Transportation section for details.



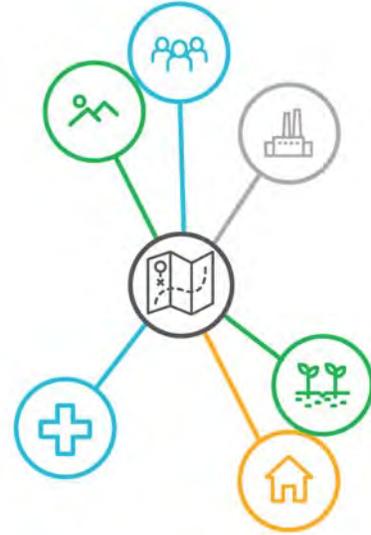
Trails & Recreation

- Encourage development of quality, affordable housing for people of all ages.
 - Sample policy:* Increase supply and variety of affordable housing options in the borough, while managing impacts of growth in communities. See Housing section for details.
- Maintain the quality of our residential neighborhoods.
 - Sample policy:* Develop policies that will minimize conflicts between adjoining uses, maintain property values, and maintain and improve neighborhoods, communities and natural systems. See Land Use & Changing Environment section for details.
- Improve and manage access to important public resources, including land, water, fish and game.
 - Sample policy:* Improve access to public lands and waters by working with state and federal land managers to evaluate potential new, low impact and resource intensive access points for resident recreation and subsistence use, and also for economic benefit. (See Tourism & Recreation and Sportfishing sections for details.)
- Provide more services and amenities for a growing senior population.
 - *Sample policy:* Encourage health care providers to offer or expand services for seniors, to help older residents remain in the community and have more health care needs met locally. See Health section for details.
- Promote ways to improve the health and well-being of all.
 - *Sample policy:* Promote healthy behaviors for borough residents, such as supporting transportation infrastructure for safe non-motorized transportation, parks and recreational opportunities, community events, availability of healthy foods, cooperative agreements to use Borough facilities for health events, and building more connections between community members. See Health section for details.
- Clearly define what services the Borough can provide, what level of services is appropriate across the region, and how to pay for services we need and want.
 - *Sample policy:* Develop a sustainable fiscal plan for funding Borough operations that reduces dependence on uncertain State funding. Identify programs that could assist economic development and growth opportunities to diversify the Borough's industries and increase revenues sources. See Fiscal Health section for details.
- Collaborate with unincorporated communities to improve representation, engagement and self-determination on important local issues.
 - *Sample policy:* Actively work with communities outside of the organized cities in developing locally-driven community plans. See Land Use & Changing Environment section for details.

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is a policy document created by a community, with a combination of big vision goals and practical short-term strategies. The new Kenai Peninsula Borough Comprehensive Plan is an update to the 2005 Kenai Peninsula Borough Comprehensive Plan that:

- Guides planning, funding and development efforts in the Borough over the next 20 years.
- Accurately reflects community needs, goals and priorities.
- Effectively directs resources toward community priorities.
- Identifies roles for the Borough in addressing region-wide or community-specific issues.
- Improves understanding of community businesses, organizations and other resources.
- Guides and orients existing and future leaders in the community.
- Provides broad policy direction for future planning in specific topics or geographic areas.
- Describes how the plan will be implemented, amended and updated.



Cities and boroughs in Alaska are required to create and update comprehensive plans.

The comprehensive plan is a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public. It may include, but is not limited to, the following: statements of policies, goals, and standards; land use; community facilities; transportation; and recommendations for implementation.

Alaska Statutes, §29.40.030

RELATIONSHIP TO THE 2005 KENAI PENINSULA BOROUGH COMPREHENSIVE PLAN

Following adoption by the Borough Assembly, this plan will replace the 2005 Comprehensive Plan adopted in 2005. In practice, however, the new plan builds on the guiding principles and policy direction in the 2005 plan. Many of the 2005 plan's objectives and strategies have been adapted or further refined in the 2018 plan. This reflects continuity in the community's values and desired future, and ongoing need for the Borough and their regional partners to more strategically address longstanding challenges and issues by working together to leverage the region's many assets and opportunities.

Unlike the previous plan, the new comprehensive plan does not include an exhaustive inventory of data, trends, or community facilities and service. Instead, this plan focuses on the most relevant and current information to help Borough and community leaders make sound policy decisions. The 2005 plan will continue to be a useful reference document about the Kenai Peninsula, along with other plans and documents, including: other Borough plans, individual cities' comprehensive plans, community plans, Comprehensive Economic Development

Strategies (CEDDS) plans produced by Kenai Peninsula Economic Development District, and management plans for the federal, state and Borough-owned public lands within the borough.

HOW TO USE THIS PLAN

The community's plan serves as a legal basis and rationale for other community policies and actions, including: site-specific and neighborhood plans; specialized plans addressing transportation, economic development, housing and other topics; ordinances and other policies carrying out the goals of the comprehensive plan; projects carried out by Borough staff; and communicating priorities and funding requests to state and federal government or other funders, such as the Capital Improvement Projects (CIP) list or special legislative appropriations.

The goals of this plan give the Borough, and the community at large, a broad vision and direction to work toward in the coming years. Under each goal, there are more concrete objectives to achieve these goals, and specific strategies for the Borough and its partners to pursue. The objectives will also serve to measure progress toward achieving the plan goals, and can be evaluated by the Borough and partnering entities in the future. Priority strategies will be identified in the plan, either as the most important issues for the Borough and their partners to address, or areas where the Borough and their partners can have immediate impact and accomplish early wins.

Most importantly, the 2018 plan should serve as a key tool for community leaders and residents in their short and long-term planning and decision-making. The comprehensive plan, in conjunction with more detailed plans and current information, should be the backdrop and foundational reference for every Borough Planning Commission and Assembly meetings and rulings, and for Borough departments in their daily operations.

A note to the reader: throughout this plan, Kenai Peninsula Borough is referred to in shorthand as either “the borough” or “the Borough.” When used in lowercase, “the borough” means the region generally, or the geographic area and communities inside the boundaries of Kenai Peninsula Borough. When capitalized, “the Borough” refers specifically to the local government, including elected leadership (Assembly and Mayor) and staff who oversee day to day operations and administer services. Additionally, “the Kenai Peninsula” is also used throughout this document to generally refer to the geographic area of the borough, as well as being the most common name used by residents to refer to the region where they live, but the geographic feature with this name only includes the populated areas of the borough east of Cook Inlet. The borough also includes lands and some population west of Cook Inlet, which should not be overlooked as part of the Kenai Peninsula Borough. The term “the borough” is therefore preferred when describing the overall area, and “the Kenai Peninsula” for describing the location of most of the borough's population, communities, facilities and infrastructure.

A COMMUNITY AND RESIDENT-DRIVEN PLAN

NOTE: This section will be updated as the plan moves through the review process. The final plan will also include a Public Engagement Appendix documenting the process in more detail.

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, nonprofit and community organizations, associations, and government agencies including cities within the Kenai Peninsula Borough. The process of creating and adopting 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.

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
 - Kenai Peninsula Economic Development District (KPEDD)
 - Kenai River Sportfishing Association
 - Kenai Soil and Water Conservation District
 - Senior centers and local senior groups
 - Tribes and Alaska Native corporations
 - Multi-sector focus groups about education and workforce development, agriculture, public transportation, housing and homelessness, and others
- Over **600** telephone survey responses
- The project team had a booth or other presence at **20** public events, including:
 - Kenai Peninsula Sport & Recreation Trade Show (April 28-30, 2017)
 - Sterling Spring Craft Fair (May 6, 2017)
 - Kenai River Festival (June 9-11, 2017)
 - Nikiski Family Fun Days (June 17, 2017)
 - Sterling Community Summer Fun Carnival (June 17, 2017)
 - Moose Pass Solstice Celebration (June 17-18, 2017)
 - Funny River Festival (July 29, 2017)
 - Kenai Peninsula State Fair (August 19-21, 2017)
 - Industry Appreciation Day (August 26, 2017)

A second round of public engagement will occur in early 2018, following the release of the draft plan in December 2017, to share back with the community how their input was incorporated and to solicit feedback and comments on the proposed direction for the borough.

Online Engagement

Throughout the process, the project team communicated updates and relevant information on a project website, www.KPBCompPlan.com. The website invited participation at local events, taking an online survey, and sharing written feedback directly with the project team. The website included an overview and purpose of a comprehensive plan, a summary of the “State of the Kenai” data highlights, and a calendar of upcoming events. The website was updated regularly to reflect the status and focus of the planning process, and included multiple ways to contact the project team or sign up to receive project updates.

The team also coordinated with Kenai Peninsula Borough staff to post information to the Borough’s Facebook page, encouraging users to visit the project website and get involved in the process. Posts highlighted upcoming events, new information available on the website, and provided notice about key milestones such as the release of the draft plan for public review.

Figure 1. Kenai Peninsula Borough Comprehensive Plan Project Website



Project website, www.kpbcompplan.com, retrieved December 12, 2017.

Resident Surveys

NOTE: A more detailed summary of the survey results will be available soon, and incorporated into the plan.

As part of the project, the Borough commissioned a statistically valid telephone survey to be conducted in June 2017 and collect responses from 600 residents. Respondents were randomly selected by phone number, with half responding on residential landlines and the other half on cell phones. The survey is considered statistically valid because of its sampling method, including selection and weighting to ensure responses are proportional to the borough's actual population, measured both by geographic distribution and demographics such as age and race. The resulting sample of residents is therefore comparable to and representative of the population. The survey included questions about:

- Benefits and challenges of living on the Kenai Peninsula
- Letter-grade assessment of several measures of quality of life such as job security, cost of living, housing, health care, education, public services and utilities, the natural environment, and other topics
- Overall satisfaction with the Borough's services
- Attitudes and perceptions toward planning and policy issues such as land use regulation, taxation and public services
- Long-term plans to remain in or leave the borough, and major factors in that decision
- Demographic information such as age, family size, household income, and length of residency in Alaska and in the borough

In addition to the telephone survey, an online version of the survey questions was available on the website for anyone to respond. Results were not combined with the telephone survey, as they were not collected via the same statistically valid method, but were made available to the project team as input about what the plan should address.

Survey results, including all open-ended responses documented during the call, were fully reviewed by the project team and incorporated into each section of the draft plan, along with the significant body of notes and comments collected throughout the year. Survey responses and direct quotes from residents are included throughout the plan to give voice to the many perspectives shared throughout this process.

TIMELINE FOR THE PROCESS

The comprehensive planning process launched in February 2017, beginning with a thorough review and evaluation of the 2005 comprehensive plan to understand what has been accomplished to date, and where the new plan should stay on the same path or consider new direction for the Borough. In general, Borough leadership and staff felt the previous plan had many broad goals that are still important to the community, but implementation of the plan had been limited. The goal for the 2018 plan – develop more targeted priorities, identify what areas the Borough can play a role in as leader or supporter, and ensure the plan's recommendations take into consideration the Borough's need to be fiscally sustainable and its capacity to act.

Figure 2 illustrates the overall timeline and phases of the planning process. The project team framed each phase with the big questions that have guided the process and summarize what has been asked of the community throughout the year.

Figure 2. Kenai Peninsula Borough Comprehensive Plan Timeline



WHAT IS IN THE PLAN?

The plan is structured as follows:

- **Executive Summary (THIS DOCUMENT!):** Includes the community’s values and vision for the future, a summary of the plan’s goals, objectives and priority strategies, the purpose of the comprehensive plan, how the plan will be used, the process used to develop the plan, the adoption process, and how the plan will be updated in the future.
- **Introduction:** Provides general information and context about the Kenai Peninsula Borough including geography, population, communities within the borough, services provided, and the current economic, demographic and social trends that inform the need for the policy direction set out in the plan.

- **Comprehensive List of Goals, Objectives and Strategies:** This is the most substantive section of the plan. It includes a series of broad goals, objectives grouped by topic area, and specific strategies to achieve the objectives. Also included are relevant highlights, trends and key facts about each topic area that inform the objectives and strategies for that topic.
- **Implementation:** Identifies priority strategies for the Borough to focus on in the next few years, as well as a full implementation matrix with specific actions and role(s) for the Borough and other partners for each objective and strategy. See Table 1 for an example.

Table 1. Example of an Implementation Matrix

Strategy	Actions	Lead + Partners	Success Measure	Baseline (2018)	Target (YEAR)
Goal. Goal Name					
Strategy	- Action to achieve strategy	Borough and/or other partners	Description of measurement to track progress.	Current #	Target #

- **Appendix:** Provides additional background information about the borough, documentation of and materials used during the public engagement process, survey questions and a summary of results, a list of acronyms used in the plan.

PROCESS FOR FINALIZING, ADOPTING, AMENDING AND UPDATING THE PLAN

NOTE: This plan is currently available for public review and comment, and will be revised prior to being submitted to the Kenai Peninsula Borough Planning Commission for formal review and approval. In the final plan, this section will be updated to reflect the review process.

Following the public review and comment period through spring 2017, the project team will revise the plan based on a summary of feedback received, including development of an implementation matrix and list of priority strategies that reflects priorities expressed by the community during the review process, and prepare the comprehensive plan for formal adoption.

The draft comprehensive plan will be presented to the Kenai Peninsula Borough Planning Commission in late spring 2018, for review and a potential recommendation for adoption to the Borough Assembly. The public will have the opportunity to testify about the plan before the Planning Commission in a public hearing.

Once supported by the Planning and Zoning Commission, and with further revisions incorporated into the draft plan, the comprehensive plan will be presented to the Kenai Peninsula Borough Assembly for formal adoption. The public will again have an opportunity to testify about the plan before the Assembly in a public hearing.

Following formal adoption, the new Kenai Peninsula Borough Comprehensive Plan will replace the current plan adopted in 2005, and guide future decisions and actions by the Borough.

Outlined below are the processes for making changes to the Comprehensive Plan in the future:

- A **minor change** does not modify or add to the plan's overall intent. Examples include clarification of intent, making sections or recommendations consistent with each other, a minor change that assists with practical implementation, and technical corrections. Minor changes can be recommended by the Borough or the public, and must be approved by the Kenai Peninsula Borough Assembly.
- An **amendment** makes a permanent change to the plan by adding to or modifying the basic intent. Examples include addition of a new goal or set of objectives, or making substantive changes to objectives or strategies. Amendments can be recommended by the Borough or the public, and must be approved by the Borough Assembly.
- A **substantive review and update** of the Comprehensive Plan should be conducted approximately every five years, beginning with an evaluation by the Borough of progress made toward the existing goals and objectives. Residents, businesses, organizations and other stakeholders should be engaged in the update process to ensure that the updated plan still reflects the community's priorities. The update may include revision and/or deletion of existing goals, objectives and strategies; addition of other goals, objectives and strategies; or a new prioritization according to current needs.