

**NOTICE OF MEETING
REGULAR MEETING AGENDA**

- 1. CALL TO ORDER**
- 2. APPROVAL OF THE AGENDA**
- 3. PUBLIC COMMENT REGARDING ITEMS ON THE AGENDA**
- 4. RECONSIDERATION**
- 5. APPROVAL OF MINUTES**
 - A. December 11 Regular Meeting Minutes Page 1
- 6. VISITORS**
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 - B. Councilmember Bryan Zak Triple bottom Line Tool Page 15
- 7. STAFF & COUNCIL REPORT/COMMITTEE REPORTS/ BOROUGH REPORT**
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- 8. PUBLIC HEARING**
- 9. PENDING BUSINESS**
- 10. NEW BUSINESS**
 - A. Downtown Vitalization – brainstorm ideas, potential visitors, follow-up Page 21
- 11. INFORMATIONAL ITEMS**
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 - B. Resolution 12-102 Re: Regular Meeting Schedule Page 27
- 12. COMMENTS OF THE AUDIENCE**
- 13. COMMENTS OF THE CITY STAFF**
- 14. COMMENTS OF THE COUNCILMEMBER**
- 15. COMMENTS OF THE CHAIR**
- 16. COMMENTS OF THE COMMISSION**
- 17. ADJOURNMENT/NEXT REGULAR MEETING IS SCHEDULED FOR TUESDAY, February 12, 2013 at 6:00 p.m. in the City Hall Cowles Council Chambers located at 491 E. Pioneer Ave, Homer, Alaska.**

Session 12-10 a Regular Meeting of the Economic Development Advisory Commission was called to order by Vice Chair Wagner at 6:00 p.m. on December 11, 2012 at the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

PRESENT: COMMISSIONER FAULKNER, KRISINTU, ROSS, SCHMITT, WAGNER
STUDENT REPRESENTATIVE DAVIS

ABSENT: SARNO, KRISINTU

STAFF: COMMUNITY & ECONOMIC DEVELOPMENT COORDINATOR KOESTER
DEPUTY CITY CLERK JACOBSEN
CITY PLANNER ABBODD
PORT & HARBOR DIRECTOR HAWKINS

AGENDA APPROVAL

The agenda was approved by consensus of the Commission.

PUBLIC COMMENTS REGARDING ITEMS ON THE AGENDA

Susanna Webster, city resident and licensed child care provider, commented in support of the Best Beginnings Business and Economic Impact Task Force. She is the owner of Small Pond Child Care and has expanded to license a second facility, Pond View. She employs five staff members, serves 25 families, 35 children, and she usually has between 5 and 15 families on her waiting list. She explained how the licensing process has changed over the past 17 years, emphasizing that it hasn't changed for the better. The child care licensing process and oversight used to be handled locally by the office of Children's Services, with local support from a case worker and the Fire Chief to assure she was running a safe and quality daycare. The licensing process took two weeks. Sixteen years later it is handled in Anchorage through telephone calls and emails, with a warning that the process will take a minimum of three months to complete. It is an adversarial process, and licensing specialists and Fire Marshall visits are minimal at best as they don't travel south often. Competition is the best way to ensure quality child care in our community, not obstructionist regulations, and a detached licensing body. In order to foster competition we need to work hard to make the process smarter and faster, and address the issue from all vantage points because our community relies on quality child care in order to work. Something has gone terribly wrong in the last 17 years and it is going to take all of us to set it straight.

Hanna Johnson, Executive Director of Kachemak Kid's Early Learning Center, explained that Kachemak Kids is a non-profit preschool with a day care component. Like all other centers and home day cares it is hard working with the state to provide care for all families and finding the support needed to navigate all the systems required of licensed child care centers. A short list of agencies they interact with include Fire Marshall, back ground check unit, state licensing, USDA, child care assistance for pass 1 and pass 2 families, and training with qualified organizations. All the communities' day care programs provide something different, helping families find the best care for their child. It would be great if we could have the support and connection with other facilities in Homer to be better aware of what each other provides and can grow and expand. We need someone knowledgeable in the area of business specific to child care licensing and help places like Kachemak Kids get the support they need. Kachemak Kids serves 27 families and 31 students. Sixteen families are married, 9 are single parents, 6 mothers and 3 dads as

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primary care givers. Two families with a foster child or legal guardian of a child, 7 families on child care assistance, and 2 children enrolled in another special needs program. They serve a variety of children.

Jim Lunny commented regarding the wooden boat partnership with the community. He commented about partnerships with designers of different types of boats, for instance Sail Oklahoma brings in a lot of different designers. There is family boat building in River's West, Oregon and they partner with a maritime museum. Cancer survivors in a wooden boat association raise awareness by paddling dragon boats. There are sailing classes and most associations have a boat building shop. Port Townsend has all sorts of classes for their high school and kids going into college racing. He just wanted to make the Commission aware of partnerships and where this could lead.

Trish Lillibridge commented on the Wooden Boat Society proposal. She is member of the group and speaking on her own behalf. She said they had a successful booth at the Nutcracker Faire and their members constructed the booth and demonstrated excellent wood building skills. They had a sheet for the public to sign if they support the bid for a permanent location on the spit and they received about 180 signatures. They received positive feedback from people in the community and the enthusiasm and excitement was great. The Wooden Boat Society has been active in Homer for about 20 years.

RECONSIDERATION

There was no reconsideration scheduled.

APPROVAL OF MINUTES

A. November 13, 2012 Regular Meeting Minutes

The minutes were approved as presented by consensus of the Commission.

VISITORS

A. Dave Brann, Kachemak Water Trail

Dave Brann co-chair of the Kachemak Bay Water Trail Association gave the Commission an overview of their progress and the benefits of having a trail head on the lot where the Pier 1 Theater is located. The water trail is a defined route around the bay from the Homer Spit to Seldovia that is connected by camp sites, lodges, day use areas, and so on. Goals include providing more access to locations throughout the bay and contributing to economic vitality of the communities around the bay. He has looked at a variety of economic studies done by water trails around the country. Right now there are about 200 established water trails, including coastal, river, and lake trails. Water trails create community economic benefits by serving as a community amenity as a destination type of experience and an attraction for visitors and residents. It can encourage local entrepreneurship in creating new opportunities for area businesses seeking to diversify or expand their offerings. Water trails are very popular around the country right now and this will provide a huge opportunity for entrepreneurs to get on board. Fostering regional destination tourism by providing strategic planning and management is necessary to create broader visitation appeal and ensure stewardship of the bay and education. Mr. Brann said the group is working closely with Seldovia in planning the other trail head site, and also folks in Halibut Cove and other businesses around the bay. Outdoor recreation, tourism, and water sports are a way to broaden the structure in communities that may rely on one or two industries. Building a community's sense of pride

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and well-being through opportunities for residents to enjoy and preserve their local natural resources is key. Although it has been promoted nationally, a big part of this is for local benefit. Mr. Brann explained the Maine Island Trail, created in the '80s to connect state owned islands along the coast, has grown to cover 375 miles of the Maine coast, with 150 sites to camp or for day use areas. Annually the water trail brings in \$1.75 million in spending to Maine's economy, including \$553,000 annually from people using the water trail. The Northern Forest Canoe Trail, an inland trail from New York to Maine, brings in \$12 million in economic impacts to that region. Mr. Brann said in his own work he has identified 6 potential user groups that would contribute to the area with 150 user days from May through September and five participants from each group it equals 4500 user days in the 5 month period. If each person generates \$100 per day in spending, there is potential to create \$450,000 in the area. The numbers add up pretty quick. The economic vitality chapter in the Comprehensive Plan recommends investing in local infrastructure, parks, and civic improvements that serve locals as well as visitor by promoting longer stays, increased expenditures, and more repeat visitation as a form of economic development. The Water Trail Association is a strong supporter of the Wooden Boat Society and they have shared goals of making the groups stronger as well as the economic picture in Homer. They support a home on the Spit and the Wooden Boat Facility a trail head start. There are already water trail groupies that are ready to come.

In response to questions Mr. Brann explained that the Association received a grant and is working on a website for the Kachemak Bay Water Trail, there is a national system being created and when ours is complete we will be in line to be a member of the National Water Trail system. He attended tonight to provide information. He will keep the commission updated and let them know if any actions for support are needed. Mr. Brann thinks it makes sense for the kayak launch to be with the Wooden Boat site in the same place on the spit and explained what would be needed for an effective launch site, including parking and informational signage.

B. Dave Seaman, Wooden Boat Society

Dave Seaman, commented on behalf of the Wooden Boat Society. He showed the Commission photos of logos and designs done by local artists for the society's logo and events, of people enjoying the activities related to the society, boat restoration projects, and boat building classes through the college. Mr. Seaman noted there is still industry in town for wood boats and always jobs available for shipwrights of any skill level. Also, the Wooden Boat Society sponsors a sea shanty singing group called the Rubber Bootleggers. He reviewed their recommendation for the location of the Wooden Boat Society building, noting that the location they selected would be out of the way for a year round site with a lot of potential for usage, and reviewed their building plan. Any support the Commission can give for the Wooden Boat Society to acquire space on the spit would be helpful.

C. Red Asselin, Best Beginnings Business and Economic Impact Task Force

Red Asselin, lead task force member and past owner of Raspberry Lane Preschool, commented that she, like many other parents is contemplating returning to the work force and looking for quality child care. Quality child care is important for parents and for children. On the parent's perspective, knowledge of a safe environment for their child allows them to go to work without much worry and increases their productivity. Many need care outside the home as many have left extended family in other states. Some parents enroll their children into early childcare programs to help them prepare for kindergarten. For the children, the benefits of quality childcare are endless and include socialization, self-reliance, understanding there are adult role models that live outside the home, and to explore freely learning

through discovery and play. Quality Childcare connects families within the community that exist throughout the child's school life. There is no easy answer to find a quality child care program that fits the needs of a family. Child care providers in the town and those seeking to have a program have many obstacles to overcome, as others have shared tonight. Many businesses serve a variety of family types and many of the child care homes are full and have waitlists. There is no central place parent to and find all the options for child care providers in our area, and it is difficult to check on quality, other than by word of mouth. From a provider's perspective the licensing process is tedious, extensive, and very specific. All support must come from Anchorage during the work week, which makes challenging to do the outreach needed if you are already working. The office in Anchorage is extremely scattered and convoluted. When she was running her preschool it took 6 months just to get an application sent down from Anchorage to start the process, and once you begin it doesn't get any easier. With these difficulties combined with local passion for early childhood education and development, they would like to create a task force to tackle these issues, and focus on the business and economic side of early childhood education. It will enable many in the community to place their children in quality care and put many to work in a locally relevant industry. It is only natural that they would ask someone from the Economic Development Advisory Commission to join them. As she explained the task force would address and ease the issues surround opening a child care business, and allow parents more options when it comes to placing their child in day care, and more parents can go back to work in town. More day cares available mean providers will raise the quality of care to a higher standard. A Commissioner on the task force sends a message to the community that the City holds early childhood education to be of the utmost importance. Also working together can create the support those in the child care industry need to be successful, and do it locally. Together we can work to make our community more family friendly and business friendly.

There was brief discussion that the licensing process was probably shifted to Anchorage due to budget cuts and a need to centralize, but it is questionable if it really creates a savings due to caseloads and the dragging of feet, persuading people not to pursue it. This task force was formed out of the Best Beginning's program, so it is backed by a strong group of people who have a plan in place.

D. Kyra Wagner, MAPP Update

Kyra Wagner updated the Commission on the Mobilizing for Action through Planning and Partnerships, a collaboration of 40 different organizations around town. It is a framework that gets organizations to work together by developing partnerships, doing community assessments, identifying issues, and start forming goals, strategies, and plans. It is all about community health improvement. It started with the hospital realizing it needed a community health assessment due to new federal health regulations, and chose the MAPP framework to do this. They defined health very broadly, including not only physical and mental health, but also things like economic, environment, education, cultural, and so forth which play into community health. The steering committee includes the hospital, mental health center, college, and environmental groups. Mrs. Wagner explained how they developed statistics to determine community issues and identify three priority issues to tackle:

1. Healthy lifestyle choices- They applied for and received \$110,000 from the People's Garden Grant through the USDA. The Soil and Water Conservation District applied for it, public health nurses, schools, chamber, and many others were involved.
2. Substance abuse and domestic violence- They found little collaboration between the organizations that address the issues. Finding out what they are doing and getting them better connected was huge. They applied for grant funds and The Homer Prevention Project was

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formed and they received almost \$900,000 over three years to identify substance abuse issues relation to alcohol in the community.

3. Connecting community resources- pop411.org has been created. It's an online directory where organizations can describe their services, and people can search the site.

There are five conditions to collective impact, and one condition is shared measurement, which is what they wanted to focus on. They purchased strategic planning software to organize data and track indicators to jointly show improvements in things within their community. For example if each day care center showed how many families they serve and how many they have to turn away they could have a conglomerate status that would show improvement or decline. The software connects the measurement between organizations and combine statistics community wide. It would benefit in showing what issues need to be addressed or programs to enhance when seeking out state and federal money, as an example. Mrs. Wagner encouraged them to look at the website Mappofskp.net for more information.

STAFF AND COUNCIL REPORT/COMMITTEE REPORTS/BOROUGH REPORTS

- A. RV Parking in Homer's Central Business District Staff Report from Dotti Harness-Foster, Planning Technician
 - a. Designate member to work with Planning Technician Harness-Foster

Community and Economic Development Coordinator Koester reviewed the staff report from Planning. Commissioner Ross said he would follow up with Mrs. Koester to get involved.

PUBLIC HEARING

None

PENDING BUSINESS

- A. Marine Commercial District Zoning on the Spit- Pier One lot planning

City Planner Abboud reviewed the staff reports which provide an over view of the site, recommended layout for the uses, and explained that that there is a process for determining who will lease property on the spit. Harbormaster Hawkins provided feedback supporting the proposed layout. He provided an overview of what the barge haul out may entail and the financial benefit to the Port and Harbor enterprise fund and the opportunity created for work. He also elaborated about the kayak launch facility pointing out that after launching kayaks, people would park in the public parking area. They have been working on the Wooden Boat proposal for a few years, an issue is that building a permanent structure is a commitment and he thinks it needs to be located where it is a good fit and the City won't be sorry they committed to down the road.

The Commission discussed the suggested land use options, raised questions about road layout in relation to the dredge spoils and the potential location for a permanent structure for the Wooden Boat Society as shown in the site plan.

FAULKNER/SCHMITT MOVED TO ACCEPT THE PLAN PROPOSED BY THE PORT AND HARBOR AND PLANNING STAFF AND FURTHER RECOMMEND THAT THE CITY COUNCIL SUPPORT THE EFFORTS BY THE WOODEN BOAT SOCIETY LOCATE A BUILDING ON THE SITE.

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Mr. Faulkner commented that he would support a dollar per year lease.

VOTE: NON OBJECTION: UNANIMOUS CONSENT

Motion carried.

NEW BUSINESS

- A. Appointment of a member of the EDC to the Best Beginnings Homer Business and Economic Impact Task Force

Commissioner Faulkner said he is willing to participate on the task force.

- B. Update from Commissioner Wagner on Marking Homer to High Tech Business and Establish a Potential Worksession date.

Vice Chair Wagner commented that he has met with some people in the community and talked about a local loan program, and networking with entrepreneurs. The Commission agreed to meet for a worksession on Thursday, January 10th from 4 to 6 p.m.

INFORMATIONAL ITEMS

None

COMMENTS OF THE AUDIENCE

None

COMMENTS OF CITY STAFF

Community and Economic Development Coordinator Koester commented that she has some more visitor lined up for the next regular meeting, and she encouraged Commissioners to let her know if there are things they want to discuss at future meetings.

COMMENTS OF THE COUNCILMEMBER

None

COMMENTS OF THE CHAIR

Vice Chair Wagner said it was a good meeting tonight. It was interesting to see all the layers of decision making behind the scenes.

COMMENTS OF THE COMMISSION

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Commissioner Ross commented that it was a good meeting; he wasn't sure what to expect. There was good information about the lot on the spit and it was interesting to learn about building requirements in a flood zone. It was an interesting meeting and good presentations.

Commissioner Schmitt commented that as the appointee to the Lease Committee he will likely see the Wooden Boat Society information again, and he appreciated the Commission's feedback about it.

Commissioner Faulkner welcomed Mr. Ross. He said it would be good for the Wooden Boat Society to get going and supports whatever the Commission can do to move this forward.

Student Representative Davis thanked everyone who presented tonight; it was a very informational meeting. She has a better understanding of what is going on with the plan for the lot on the harbor and thinks it looks like a great plan.

ADJOURN

There being no further business to come before the Commission the meeting adjourned at 8:08p.m. The next regular meeting is scheduled for Tuesday, January 8, 2013 at 6:00 p.m. at the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

MELISSA JACOBSEN, CMC, DEPUTY CITY CLERK

Approved: _____

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Commercial Charter Fisheries

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Loan Purpose

- To provide affordable loans to Alaskan commercial charter operators to promote Alaskan ownership of charter halibut permits.

General Requirements

- Loans may be made to purchase charter halibut permits or refinance vessels or gear purchased more than 12 months before receipt of the application.
- Alaska resident for the 24 consecutive months preceding the date of application.
- Loans may not be made to pay costs that were incurred more than 12 months before receipt of loan application.
- Applicant(s) may not have any child support arrearage.

Terms and Conditions

- Maximum loan amount \$200,000 for a permit loan and \$100,000 per year for other loan types, with maximum aggregate outstanding loan balances of \$200,000 made to a borrower.
- A letter of denial from a financial institution, stating the reason(s) for denial, or confirmation that a loan from a financial institution is contingent on the applicant receiving a loan from the fund.
- Maximum loan term is 15 years.
- Interest rate will be fixed at the time of loan approval, contact us for current interest rates.
- All loans must be adequately secured, include a priority lien, and the items financed.

Fees

- A \$100 application fee (non-refundable) must accompany all applications.
- A 1% origination fee is due at closing.
- Borrower is responsible to pay all direct costs incurred in processing an application, including title reports and title insurance, recording fees, appraisal, travel or other direct costs.

Commercial Charter Fisheries Loan Application Package

The following Commercial Charter Fisheries Loan Application pages are in PDF format. You will need the Adobe Reader in order to view/print them. Acrobat Reader is distributed freely and available for download from Adobe®.

[Loan Application](#)

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- Real Estate for Sale
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- 'TEL' Payment Program
- Comments
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Mariculture

State of Alaska > Departments > Commerce, Community, & Economic Development > Division of Economic Development

Loan Purpose

- Loans may be made for the planning, construction, and operation of a mariculture business.

General Requirements

- Loan must be for the planning, construction, and operation of a mariculture business.
- Must have a permitted mariculture farm location in Alaska.
- Must have experience or training in the mariculture industry.
- Alaska resident for 24 consecutive months preceding the date of application.
- Loans may not be made to pay costs that were incurred more than 12 months before receipt of loan application.
- Applicant(s) may not have any child support arrearage.

Terms and Conditions

- Maximum loan amount is \$100,000 per year with a maximum aggregate balance of \$300,000 per borrower.
- A letter of denial from a financial institution, stating the reason(s) for denial, or confirmation that a financial institution is only willing to finance a portion of the project.
- Maximum loan term is 20 years.
- Payments may be deferred for up to the first six years of the loan.
- Interest rate will be fixed at the time of loan approval, contact us for current interest rates.
- All loans must be adequately secured and include a priority lien.

Fees

- A \$100 application fee (non-refundable) must accompany all applications.
- A 1% origination fee is due at closing.
- Borrower is responsible to pay all direct costs incurred in processing an application including title reports and title insurance, recording fees, appraisals, travel or other direct costs.

Definitions

- Mariculture:** Farming of shellfish and aquatic plants.
- Shellfish:** A species of crustacean, mollusk, or other invertebrate, in any stage of its life cycle, that is indigenous to state water or that is authorized to be imported into the state under a permit issued by the Alaska Department of Fish and Game.
- Aquatic plant:** A plant indigenous to state water or that is authorized to be imported into the state under a permit issued by the Alaska Department of Fish and Game.

Mariculture Loan Application Package

The following Mariculture Loan Application pages are in PDF format. You will need the Adobe Reader in order to view/print them. Acrobat Reader is distributed freely and available for download from Adobe®.

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Microloan

State of Alaska > Departments > Commerce, Community, & Economic Development > Division of Economic Development

Loan Purpose

- To promote economic development in Alaska by helping small businesses access needed capital.

General Requirements

- Loans may be made for working capital, equipment, construction or other commercial purposes for a business located in Alaska.
- Alaska resident for the 12 months preceding the date of application.
- Loans may not be made to pay costs that were incurred more than six months before loan application.
- Applicant(s) may not have any child support arrearage.

Terms and Conditions

- Maximum loan amount is \$35,000 to a person or up to \$70,000 to two or more persons.
- Loan requests of \$35,000 or more require a letter of denial from a financial institution, stating the reason(s) for denial, or confirmation that a loan from a financial institution is contingent on the applicant receiving a loan from the fund.
- Maximum loan term is six years.
- Interest rate will be fixed at the time of loan approval, visit www.commerce.alaska.gov/ded/fin/ for current interest rates.
- All loans must be adequately secured. A loan may not exceed the value of the collateral used to secure the loan.
- A reasonable amount of money from other non-state sources must be committed for use on any project for which money from a loan will be used.

Fees

- A \$100 application fee (non-refundable) must accompany all applications.
- A 1% origination fee is due at closing.
- Borrower is responsible to pay all direct costs incurred in processing an application including title reports and title insurance, recording fees, appraisals, travel or other direct costs.

Microloan Loan Application Package

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Tribble Bottom Line Tool Website Info.

What is triple bottom line economic development?

The triple bottom line (TBL) is a phrase that originated in the business sector to describe the economic, environmental, and social value of investment that may not appear on traditional profit and loss statements. Traditional measures such as jobs created and dollars leveraged are important, but do not provide a complete view of investment impact. The triple bottom line attempts to account for these important costs and benefits so that scarce resources are efficiently and effectively employed and investments align with community goals.

We define triple bottom line economic development as programs, policies, or activities designed to create or retain jobs and wealth that contribute to community well-being over time. This type of economic development strives for qualitative improvements in the lives of individuals and communities. It is distinct from economic growth, which may or may not contribute to overall community well-being including quality of life, fiscal health, and natural resource stewardship.

It is important to note that economic, environmental, and social dimensions of the triple bottom line are interrelated. For example, investments in green building may result in energy cost savings (economic), increased building value (economic), higher occupant satisfaction and productivity (economic and social), and lower natural resource and human health impacts (environmental, social, and economic). A triple bottom line approach to economic development provides a way to consider these connections and configure investments for maximum impact.

How can the TBL Tool help me?

The Triple Bottom Line Tool (TBL Tool) is designed to serve investors, economic development professionals, and decision-makers in the private, public, and non-profit sectors. The TBL Tool has a number of potential applications. As a *design tool*, you can consider how to optimize your project impact. As a *decision tool*, you can winnow, compare, or rank projects. As a *communication tool*, you can describe how an investment aligns with community priorities. As an *educational tool*, the documentation and case illustrations can build understanding about economic development processes and impacts. Whatever the application, the TBL Tool helps to ensure that investment impact is maximized.

Who created the TBL Tool?

The project is led by Dr. Janet Hammer from Portland State University, in collaboration with Maggie McCullough from PolicyMap, Dr. Gary Pivo from the University of Arizona, and Dr. Ira Goldstein from The Reinvestment Fund. *Dr. Hammer* has more than twenty years experience working in private, public, and non-profit settings to help create high performance communities, and currently serves as director of Portland State University's Initiative on Triple Bottom Line Development. *Ms. McCullough* is the director of PolicyMap, an award-winning on-line platform whose value is captured in their tag line – "Good Data, Smart Decisions." *Dr. Goldstein* has decades of experience analyzing neighborhood investment strategies and serves as Director of Policy Solutions at The Reinvestment Fund – one of the country's oldest and most successful Community Development Financial Institutions. *Dr. Pivo* has an extensive record of research, consulting and public service, including developing industry-responsive triple bottom line

metrics for the built environment and serving as Co-Director of the Responsible Property Investing Center.

Practitioners have provided input throughout the development process in order to ensure that the TBL Tool is relevant and user-friendly. This includes input from a survey of approximately 500 economic development professionals as well as focus groups with members of the International Economic Development Council (IEDC) and the National Association of Development Organizations (NADO). During key phases of the TBL Tool development, input was provided by a group of national advisors representing diversity of geography, area of expertise, and type of jurisdiction. You can learn more about our national advisors and input process in the TBL Tool User's Guide. We would like to express our gratitude to the hundreds of people who have provided input to the TBL Tool development.

How were the measures for the TBL Tool created?

The process for developing the TBL Tool has been rigorous, inclusive, transparent, and pragmatic. The TBL Tool is informed by community priorities, current research, leading edge practice, and practitioner input. This effort included the following:

- Thirty-one comprehensive community indicator programs from a range of urban and rural communities across the U.S. were analyzed to ensure that measures to assess economic development investment align with and support common community-identified priorities.
- Thirty-five existing TBL assessment tools were reviewed to ensure consistency with approaches used in related areas of development, real estate, infrastructure, business, and investment.
- An extensive literature review using 42 search term combinations in four academic databases was conducted to ensure that measures are consistent with relevant research.

Synthesizing these findings, we identified areas of convergence and defined performance areas and measures to support the triple bottom line goals of economic vitality, natural resource stewardship, and community well-being. Working with our national advisors and topic experts we then identified appropriate data sources to operationalize the measures. In developing measures, availability and quality of data was considered, as well as responsiveness to the unique features of particular communities and projects. Further, to ensure that the TBL Tool is relevant and user-friendly, there have been many points of feedback with end users including interviews, focus groups, a national survey of 500 economic development professionals, and usability testing. Details about the TBL Tool development process and measures can be found in the TBL Tool User's Guide.

What project information do I need to complete the TBL Tool?

A list of project information that you will need to complete the Tool can be found here. When testing the TBL Tool you may not have all of the required information on hand – particularly if you represent an organization that would be requesting an applicant to complete the TBL Tool and submit their project's report and score as part of the review process. In these instances, for

the purpose of testing the TBL Tool, you may estimate the response and note that in the Beta feedback survey.

How are investments scored?

The TBL Tool considers how well a project seems to align with triple bottom line goals of economic vitality, natural resource stewardship, and community well-being. The TBL Tool uses a type of scoring called multi-criteria decision analysis – a procedure that allows items of interest that are measured in different ways to be considered together. For example, imagine you would like to select a product based on purchase price, maintenance costs, user interface, and environmental impact. Each of these criteria is measured in different ways: multi-criteria decision analysis provides a way to sum up these "apples and oranges."

The TBL Tool generates a score for each of the three triple bottom line goals: economic vitality, natural resource stewardship, and community well-being. Each goal is comprised of performance areas (outcomes that help us achieve our goal), and each performance area is comprised of measures (items that help deliver those outcomes). The score for a goal is computed by taking the average of its performance area scores, and each performance area score is computed by taking the average of its measure scores. Measures were selected based on their contribution to the concept of triple bottom line economic development and availability of data. Scores are based on a scale of 0 – 100, indicating the investment's degree of alignment or accomplishment.

In order to account for contextual issues such as differences in project type, size, location, and community characteristics a measure score may appear as NA, FYI or bonus: NA scores ensure that overall scores are not affected if data is unavailable or a measure is not relevant (e.g., affordable housing questions are not applied to a manufacturing facility); FYI scores present summary information that may be useful to reviewers but is not linked to project impact (e.g., leveraged dollars); bonus scores provide credit for specific areas of leadership. Detailed information about measures and scoring can be found in the TBL Tool [User's Guide](#).

The TBL Tool generates a summary report that includes both the project information and the project scores. This is helpful both for confirming that information was accurately entered and for considering potential areas for improvement. The TBL Tool also generates a "Due Diligence" report that provides a list of items that have been identified as completed, due to be completed, or warranting further attention.

When reviewing a project summary report, it is important to keep in mind that the results provide a *general indication* of the strength of a project. The TBL Tool draws upon user input and national data sets that may have limitations that require interpretation and confirmation. As an aide to design, discussion, and decision-making, the TBL Tool may best be applied to identify strengths and weaknesses of a project and explore potential areas for improvement.

How is the TBL Tool being tested?

National advisors representing diversity of geography, expertise, and organizational size and type provided detailed input and review of the measures during development of the TBL Tool.

The TBL Tool was pilot-tested to assess functionality (e.g., correct calculations, ease of navigation). Currently, the TBL Tool is being Beta tested and revisions will be made as appropriate. Feedback on the Beta version of the TBL Tool is being collected via a user-friendly on-line survey, as well as through more extensive testing and collaborative discussion with a group of testing partners that represent diverse geographies and organizational type (e.g., public, private, and non-profit investors at local, regional, state, and national levels). We invite you to test the TBL Tool and provide your feedback through the Beta feedback link located in top right corner of the site.

How do I save my project information and score?

To score a project you will create an account by defining a user name and password. You will use this account to store information for all projects that you are scoring. Your work is saved as you proceed through the TBL Tool. Each time you click "Next," your work is recorded and can be accessed at a later time. In order to retrieve a previously generated report, simply proceed to the *Calculate Your TBL* section of the TBL Tool, select the project of interest from the pull-down menu on the *Specify Location* section of the navigation bar, and click *Generate TBL or Access TBL Report*. If you change the response for a project, that information will be saved and the project report and scores will recalibrate. To compare different versions of a project (answers and scores), you must create two separately named versions of the project.

What should I do if I experience technical problems/glitches with the Tool?

You may need to upgrade your browser or download a free browser in order to have the optimal experience with the Tool. The TBL Tool works across all current browsers (Mozilla Firefox, Google Chrome, and Internet Explorer 8 and above), but does not support Internet Explorer 6 or 7. Please contact your administrator to upgrade your version of Internet Explorer or download Mozilla Firefox or Google Chrome if you are running an unsupported browser.

Memo

To: Advisory Economic Development Commission
From: Katie Koester, Community and Economic Development Coordinator
RE: Staff Report to EDC: Update on the Natural Gas HSAD

Update on the Natural Gas Homer Special Assessment District (HSAD).

A decision on whether or not to proceed with the Natural Gas HASAD will occur at the end of this month at the January 28th City Council meeting. The public objection period comes to a close the 25th of January, the deadline for lot owners to turn their objection forms in to the City Clerk. As of Monday the 1st of January there were over 220 objection forms registered with the City Clerk. There are two public hearings coming up on the gas line, January 14 and 28. If the Council decides to proceed with the gas line, Enstar will begin preliminary work on the line immediately with construction beginning in the spring/summer of 2013. City staff has been presenting at local groups to try and keep the issue in the forefront of peoples mind as the objection deadline approaches.

Financing: The most likely option for financing the gas line distribution system will be through the Kenai Peninsula Borough. They are proposing a 4.5% interest rate for the 12.7 million dollars that need to be borrowed. Most importantly the Borough will let the City borrow as needed (much like a line of credit would work) which will save the City significantly in interest costs.

Deffered Assessments: City Code is currently not very clear on how to handle deffered assessments for the Natural Gas HSAD. For other HSADs (roads and water/sewer) a senior who is income eligible can petition the council for a deffered assessment. This means that their assessment is not due until the estate transfers ownership. Councilmember Burgess is bringing forward a resolution that would allow deffered assessment for low income individuals/families regardless of age at the January 14th Council meeting.

Important Dates to Remember:

January 9 - Enstar Natural Gas Co. is holding a public meeting at Homer High School Commons, 6-7:30pm.

January 14 - First Public Hearing on Natural Gas HSAD.

January 25 5pm - Deadline for lot owners to hand in objection forms.

January 28 - Second and final Public Hearing on Natural Gas HSAD.

DOWNTOWN VITALIZATION

Homer's first Comprehensive Development Plan (1969) includes this sentence on the first page:
"This plan outlines objectives for future development, emphasizing the need for a strong centralized downtown and the development of a road system that will encourage the economies of centralization, while providing a bypass route for industrial traffic."

More than 40 years later, Homer still lacks a strong centralized downtown. This is why the term "vitalization" is used in the section heading above, rather than "revitalization."

"Downtown" is a commonly used word, but what does it mean? Most of us can easily conjure up an image of a vibrant downtown: lots of people on foot in a relatively small, densely developed area; lots of activity; a multitude of shopping and dining options. People walk by store and café windows and are enticed to go in. Outside, there are opportunities to sit on a park bench, drink a latte, and enjoy the view or people-watching. The best downtowns allow a mix of uses, including retail, office, and residential. Some include a central park, square, or commons.

Interestingly, Homer has many of the characteristics of a vibrant downtown in the area of the small boat harbor on the Homer Spit—at least in the summer. The Spit is characterized by park-and-walk activity and is a magnet for shopping and sightseeing, popular with locals and visitors alike. Can we create a downtown district in the heart of Homer with similar appeal, but with businesses open all year?

This, essentially, is the goal of the Homer Town Center Development Plan, approved by the City Council in April 2006. The plan presents a vision of a

Some thoughts on "downtown"

A dense urban center creates a critical mass of people, ideas, products and activities that promote growth and trade... Really good downtowns are congested. Stop worrying about it—pray for it.

—Alan Jacobs, professor emeritus of city and regional planning, University of California, Berkeley

Downtown is everyone's neighborhood and the heart of the city.

—Bernard Lynch, City Manager, Lowell, MA

Great downtowns fill cities with life, and succeed when people come first. If you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places.

—Fred Kent, Project for Public Spaces

Our town looks like a dump! No pride of ownership. No sense of downtown.

—respondent to City of Homer Citizen Survey, December 2002

Pioneer Street looks like a crappy jumble of a town according to tourists I've talked to. It's too bad.

—another respondent to City of Homer Citizen Survey, December 2002

Town Center will be a community focal point to provide for business development, instill a greater sense of pride in the downtown area, enhance mobility for all forms of transportation, and contribute to a higher quality of life.

—from the Homer Town Center Development Plan, April 2006

“viable and vibrant Town Center” achieved through a mix of uses including commercial, residential, civic, and outdoor/open space. A 2003 study prepared by economist Steve Colt of the Institute of Social and Economic Research predicted that Town Center development, as envisioned at that time, would lead to 50% higher commercial taxable sales and 35% more revenue from property taxes in a 5-year period within the designated area, and that direct employment in the area would increase by about 33% over the same period.²⁵



Downtown Ithaca, New York (population 30,000) includes a “commons” and other features that make it an attractive destination.



Public markets can create a strong draw to a downtown district, as seen here in Fruitvale, California.

Momentum for developing Homer’s Town Center stalled in 2008 after the defeat of a ballot proposition that would have authorized selling bonds for the purpose of building a new city hall and adjacent plaza (“town square”). This project was intended to serve as the civic anchor for Town Center, provide some of the roads, sidewalks, and utilities infrastructure, and thus help attract additional (private) development.

In light of the public rejection of a new city hall/town square, it is recommended that downtown vitalization include the following strategies:

- A. Complete master planning for the Town Center district.
 - 1. Identify preferred routes and design for new roads, trails, sidewalks, parking areas, and community open space. Consider the needs of RV drivers in parking plans.
 - 2. Work with landowners to accomplish land trades or lot line adjustments as needed for roads, trails, etc.
 - 3. Consider a public market as a primary anchor for Town Center development and include space for the market in the master plan. Work with Homer Farmers Market toward this goal.
- B. Emphasize connections to Pioneer Avenue, Main Street, and Old Town to help ensure that Town Center development benefits existing and future businesses in these areas.

²⁵ Steve Colt, “Fiscal and Economic Analysis of Homer Town Square Proposed Development Alternatives,” Institute of Social and Economic Research, University of Alaska Anchorage, April 10, 2003.

- C. Take steps to make Pioneer Avenue more appealing as a commercial district; e.g., through zoning changes and street improvements that encourage new businesses and help create a more attractive and pedestrian friendly corridor. Support similar improvements on Main Street and Bunnell Street.
- D. Seek funding from public and private sources to build the first roads, sidewalks, parking lots, and trails and provide utilities as outlined in the Town Center master plan. Establish a town square or commons to serve as the location for a public market and other events.
- E. Actively promote Town Center as a location for dense, attractive, mixed-use development in keeping with the overall vision for downtown vitalization.

Jobs at the Heart and Soul of a Community

All vital cities showcase at least one multi-use destination – an interesting place where people can go for a variety of activities that involve more than shopping. A multi-use destination that is the heart and soul of a community can both create an identity and generate good jobs and economic growth for that city.

A classic example is Granville Island, a tiny (38 acre) patch of waterfront in Vancouver, Canada... It is the most visited destination in British Columbia but has one of the smallest budgets for tourism advertising of any Vancouver destination.

The economic anchor is the Granville Island Market which has 50 full time local vendors that sell from market stalls, including a variety of small eating establishments with many different ethnic foods, and 45 spaces for part time vendors. And there are no chains! About 3,000 people are employed on the Island and it generates over \$215 million in economic activity each year.

More than a picturesque, public-spirited, feel-good trend, markets are potent economic incubators. People go to markets not only because they can buy the fresh food they need at a price they can afford but also because markets are sociable, fun places that make for a rewarding experience.

People often think of these spots as tourist havens, with the usual low-pay, no-future tourist jobs. But a closer look shows that tourists are not the primary force behind the economic success of these places. At the Granville Island Market the highest-performing vendor is the meat market, which shows that it is a major attraction for locals. No one is going to take fresh pork chops home on the airplane or fry sausage in their hotel room. In fact, the market is busiest in the off-season when tourists are more scarce in rainy Vancouver.

—from "Putting Our Jobs Back in Place," Project for Public Spaces, pps.org



**CITY OF HOMER
CITY HALL**

MEMORANDUM

To: City Manager Wrede
From: Katie Koester, Community and Economic Development Coordinator
Date: December 21, 2012

Subject: Seasonal day use RV parking at the HERC building

The purpose of this memo is to provide you with background on a project the Economic Development Commission (EDC) has undertaken, providing access to Downtown Homer to visitors in large recreational vehicles (RV) by providing RV parking, and ask for further guidance.

This project aligns with Homer's development and economic plans: "Provide parking for RVs in downtown Homer with signage to make it easy for drivers to locate the parking" is mentioned in the 2011 Homer Comprehensive Economic Development Strategy. Implementation strategies for Homer's Comprehensive Plan include "Support Pioneer Avenue/downtown business and other year-round businesses. Effort should be made in the future to have more tourists visit downtown Homer to support year round businesses." Resolution 12-041 that prioritizes elements of the CEDS Homer City Council would like the EDC to focus on includes "Downtown vitalization."

Joshua (Rocky) Ross, EDC commissioner volunteered to meet with City of Homer staff and a representative from the Homer Chamber of Commerce at the December 11th EDC meeting to work on the logistics of providing RV parking in Homer. Commissioner Ross, Planning Tech Dotti Foster-Harness, Karin Marx (Chamber member) and myself met on December 14th. Brianna Allen of Old Town is also interested in the topic and we are keeping her in the loop.

Goal: Provide more customer traffic for Downtown businesses by advertising convenient parking for Recreational Vehicles (RVs).

Problem: Large Recreational Vehicles (RVs) do not have convenient parking in downtown Homer and Pioneer Avenue can be difficult for RVs to navigate.

Proposal: The EDC and the Chamber would like to be able to identify and advertise temporary day use only parking for RVs in the Downtown (and eventually Old Town). The parking lot of the Homer Education and Recreation Center (HERC) was identified as an ideal candidate for temporary day use RV parking because of the ease of navigating the lot and sidewalks between the lot and Downtown businesses. Other potential lots whose owners may be approached are the Kachemak Bay Campus of the Kenai Peninsula College and Homer Chamber of Commerce (for Old Town visitors).

RV parking would be for the summer only (second weekend in May to Labor Day), from 9am to 9pm. It would be advertised in the Homer map that is published by the Homer news and other appropriate publications. There would also be temporary sandwich board signs on Sterling

Memo to Walt

December 21, 2012

Page 2

Highway, Pioneer Avenue, and in the parking lot designation times the lot is open and where the available spots are.

Potential Problems/questions:

-Maintenance Clean-up: Who would be responsible for making sure there was no littering or other debris at the parking lot. Setting out signs? Would a trash can need to be provided?

-Insurance: Would the City have to carry any additional insurance to cover this use of the HERC building? Would other non-city lots require insurance?

-Budget: A small budget is needed to advertise parking and get signs made. Where would that come from?

-Enforcement: Would someone need to occasionally monitor the site to make sure RVs were not parking overnight?

I would like the permission for the EDC to further pursue using the HERC building for temporary day use RV parking and develop a proposal for Council. I welcome any guidance you have on addressing some of the potential problems/questions that will arise on this topic. I would also like your recommendations on the timing of asking for participation from the Kachamak Bay Campus of the Kenai Peninsula College.

**CITY OF HOMER
HOMER, ALASKA**

City Clerk

RESOLUTION 12-102

A RESOLUTION OF THE CITY COUNCIL OF HOMER, ALASKA, ESTABLISHING THE 2013 REGULAR MEETING SCHEDULE FOR THE CITY COUNCIL, ECONOMIC DEVELOPMENT ADVISORY COMMISSION, LIBRARY ADVISORY BOARD, PARKS AND RECREATION ADVISORY COMMISSION, ADVISORY PLANNING COMMISSION, PORT AND HARBOR ADVISORY COMMISSION, LEASE COMMITTEE, PERMANENT FUND COMMITTEE, PUBLIC ARTS COMMITTEE AND TRANSPORTATION ADVISORY COMMITTEE.

WHEREAS, Pursuant to Homer City Code Section 1.14.020, the City Council annually sets the schedule for regular and some special meetings, noting the dates, times and places of the City Council, Advisory Commissions, and the Library Advisory Board meetings; and

WHEREAS, The public is informed of such meetings through the kiosks located at Captain's Coffee, Harbormaster's Office, Redden Marine Services of Homer, and the City Clerk's Office, Clerk's Calendar on KBBI, the City Clerk's Home Page on the Internet, and postings at the Clerk's Office at City Hall, and the Public Library; and

WHEREAS, HCC 1.14.020 - 040 states that meetings may be advertised in a local paper of general circulation at least three days before the date of the meeting and that special meetings should be advertised in the same manner or may be broadcast by local radio at least twice a day for three consecutive days or two consecutive days before the day of the meeting plus the day of the meeting; and

WHEREAS, HCC 1.14.010 notes that the notice of meetings applies to the City Council and all commissions, boards, committees, subcommittees, task forces and any sub-unit of the foregoing public bodies of the City, whether meeting in a formal or informal meeting; that the failure to give the notice provided for under this chapter does not invalidate or otherwise affect any action or decision of a public body of the City; however, this sentence does not change the consequences of failing to give the minimum notice required under State Statute; that notice will ordinarily be given by the City Clerk; and that the presiding officer or the person or persons calling a meeting are responsible for notifying the City Clerk of meetings in sufficient time for the Clerk to publish notice in a newspaper of general circulation in the City; and

WHEREAS, This Resolution does not preclude additional meetings such as emergency meetings, special meetings, worksessions, and the like; and

WHEREAS, Council adopted Resolution 06-144 on October 9, 2006 establishing the Regular Meeting site for all bodies to be the City Hall Cowles Council Chambers.

47 NOW, THEREFORE, BE IT RESOLVED by the Homer City Council, that the 2013
 48 meeting schedule is established for the City Council, Economic Development Advisory
 49 Commission, Library Advisory Board, Parks and Recreation Advisory Commission, Advisory
 50 Planning Commission, Port and Harbor Advisory Commission, Lease Committee, Permanent
 51 Fund Committee, Public Arts Committee and Transportation Advisory Committee of the City of
 52 Homer, Alaska, as follows:

53
 54 **Holidays - City Offices closed:**

January 1*, New Year's Day, Tuesday	February 18*, Presidents' Day, the third Monday	March 25*, Seward's Day, last Monday	May 27*, Memorial Day, last Monday	July 4*, Independence Day, Thursday	September 2*, Labor Day, first Monday
October 18*, Alaska Day, Friday	November 11*, Veterans Day, Monday	November 28* Thanksgiving Day, Thursday	November 29*, Friday, the day after Thanksgiving	December 25*, Christmas, Wednesday	

55
 56 *Indicates holidays - City offices closed.
 57 **If on a Sunday, the following Monday is observed as the legal holiday; if on a Saturday, the
 58 preceding Friday is observed as the legal holiday pursuant to the City of Homer Personnel Rules
 59 and Regulations.

60
 61 **CITY COUNCIL (CC)**

January 14, 28	February 11, 25	March 11, 26*	April 8, 22	May 13, 28*	June 10, 24
July 8***, 22	August 12, 26	September 9, 23	October 1 Election	October 14, 28, for Oath of Office, 21	Canvass Board October 4 or 7
November 5 Run- Off Election	November 12**, 25	December 9*****	December 16***** if needed		

62
 63 City Council's Regular Committee of the Whole Meetings at 5:00 p.m. to no later than 5:50 p.m.
 64 prior to every Regular Meeting which are held the second and fourth Monday of each month at
 65 6:00 p.m. ***The City Council traditionally reschedules regular meetings that fall on holidays or
 66 High School Graduation days, for the following Tuesday. Council will not conduct a First
 67 Regular Meeting in July.

68
 69 AML Annual Conference Week is tentatively scheduled for November 11 - 15, 2013.

70 *Tuesday meeting due to Seward's Day/Memorial Day/Veterans Day.

71 **There will be no First Regular Meeting in July or November.

72 **** The City Council traditionally cancels the last regular meeting in December and holds the
 73 first regular meeting and one to two Special Meetings as needed. Generally the second Special
 74 Meeting the third week of December, will not be held.
 75

76 **ECONOMIC DEVELOPMENT ADVISORY COMMISSION (EDC)**

January 8	February 12	March 12	April 9	May 14	June 11
July 9	August 13	September 10	October 8	November 12	December 10

77
 78 Economic Development Advisory Commission Regular Meetings are held on the second
 79 Tuesday of each Month at 6:00 p.m.
 80

81 **LIBRARY ADVISORY BOARD (LAB)**

January meeting cancelled	February 5	March 5	April 2	May 7	June 4
July 2	August 6	September 3	October 1	November 5	December 3

82
 83 Library Advisory Board Regular Meetings are held on the first Tuesday of each month at 5:00
 84 p.m.
 85

86 **PARKS AND RECREATION ADVISORY COMMISSION (P/R)**

January 17	February 21	March 21	April 18
May 16	June 20	July 18	August 15
September 19	October 17	November 21	

87
 88 Parks and Recreation Advisory Commission Regular Meetings are held on the third Thursday of
 89 each month, with the exception of December, at 5:30 p.m.
 90

91 **PLANNING COMMISSION (P/C)**

January 2, 16	February 6, 20	March 6, 20	April 3, 17	May 1, 15	June 5, 19
July 17**	August 7, 21	September 4, 18	October 2, 16	November 6**	December 4**

92
 93 Advisory Planning Commission Regular Meetings are held on the first and third Wednesday of
 94 each month at 6:30 p.m. **There will be no First Regular Meeting in July or Second Regular
 95 Meetings in November and December.
 96

97 **PORT AND HARBOR ADVISORY COMMISSION (P/H)**

January 23	February 27	March 27	April 24	May 22	June 26
July 24	August 28	September 25	October 23	November 20	December 18

98
 99 Port and Harbor Advisory Commission Regular Meetings are held on the fourth Wednesday of
 100 each month at 5:00 p.m., with the exception of May, June, July and August meetings that are
 101 held at 6:00 p.m. The Regular Meetings in the months of November and December are
 102 traditionally scheduled for the third Wednesday of the month.

103 LEASE COMMITTEE (LC)

January 10	April 11	July 11	October 10
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104
105 Lease Committee Regular Meetings are held quarterly on the second Thursday of each month at
106 3:00 p.m.

107
108 PERMANENT FUND COMMITTEE (PFC)

February 14	May 9	August 8	November 14
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109
110 Permanent Fund Committee Regular Meetings are held quarterly on the second Thursday of the
111 months of February, May, August, and November at 5:15 p.m.

112
113 PUBLIC ARTS COMMITTEE (PAC)

February 21	May 16	August 15	November 21
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114
115 Public Arts Committee Regular Meetings are held quarterly on the third Thursday of the months
116 of February, May, August, and November at 5:00 p.m.

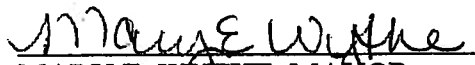
117
118 TRANSPORTATION ADVISORY COMMITTEE (TAC)

February 19	May 21	August 20	November 19
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119
120 Transportation Advisory Committee Regular Meetings are held quarterly on the third Tuesday of
121 the months of February, May, August, and November at 5:30 p.m.

122
123 PASSED AND ADOPTED by the Homer City Council this 10th day of December, 2012.

124
125 CITY OF HOMER

126
127 
128 MARY E. WYTHE, MAYOR

129
130 ATTEST:

131 
132
133
134 G. JOHNSON, CMC, CITY CLERK

135
136 Fiscal Impact: Adverting of meetings in regular weekly meeting ad and advertising of any
137 additional meetings.