

**NOTICE OF MEETING
REGULAR MEETING AGENDA**

1. CALL TO ORDER, PLEDGE OF ALLEGIANCE

2. APPROVAL OF THE AGENDA

3. PUBLIC COMMENT REGARDING ITEMS ON THE AGENDA

4. RECONSIDERATION

5. APPROVAL OF MINUTES

- A. February 9, 2016 Regular Meeting Minutes

Page 3

6. VISITORS/PRESENTATIONS

- A. Melissa Houston of UA Center for Economic Development - Strategies for updating Homer's Comprehensive Economic Development Strategies

**7. STAFF & COUNCIL REPORT/CHAMBER OF COMMERCE & MARINE TRADES ASSOCIATION
REPORT/ COMMITTEE REPORTS/BOROUGH REPORT**

- A. Memorandum ED16-01 from Special Projects and Communications Coordinator Carroll
i. EDC Roll and "Nuts and Bolts"

Page 9

Page 13

8. PUBLIC HEARING

9. PENDING BUSINESS

- A. Draft EDC Strategic Plan
B. Homer Attributes- Challenges for Business Matrix
C. Sample Work Plan Elements for Developing Marketing Plan to Attract Small Business to Homer
D. Strategic Plan for Promoting Complementary Medicine in Homer

Page 17

Page 21

Page 25

Page 27

10. NEW BUSINESS

11. INFORMATIONAL ITEMS

- A. City Manager's Report February 22, 2016
B. Memo from Deputy City Clerk Re: Upcoming Speakers
C. Appointment of Cassandra Peterson

Page 29

Page 35

Page 37

12. COMMENTS OF THE AUDIENCE

13. COMMENTS OF THE CITY STAFF

14. COMMENTS OF THE COUNCILMEMBER (If one is assigned)

15. COMMENTS OF THE CHAIR

16. COMMENTS OF THE COMMISSION

17. ADJOURNMENT/NEXT REGULAR MEETING IS SCHEDULED FOR TUESDAY, APRIL 12, 2016 at

6:00 p.m. in the City Hall Cowles Council Chambers located at 491 E. Pioneer Ave, Homer, Alaska.

Session 16-01 a Regular Meeting of the Economic Development Advisory Commission was called to order by Chair Brown at 6:00 p.m. on February 9, 2016 at the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and opened with the Pledge of Allegiance.

PRESENT: COMMISSIONER BROWN, MARKS, SANSOM, STANISLAW

ABSENT: SPRAGUE (excused), ARNO (unexcused), FRIEDLANDER (unexcused)

STAFF: SPECIAL PROJECTS & COMMUNICATIONS COORDINATOR CARROLL
DEPUTY CITY CLERK JACOBSEN
DEPUTY CITY PLANNER ENGBRETSSEN

AGENDA APPROVAL

Chair Brown asked for a motion to approve the agenda.

MARKS/SANSOM MOVED TO APPROVE THE AGENDA.

There was no discussion.

VOTE: NON OBJECTION: UNANIMOUS CONSENT

Motion carried.

PUBLIC COMMENTS REGARDING ITEMS ON THE AGENDA

RECONSIDERATION

APPROVAL OF MINUTES

A. Regular Meeting Minutes of November 10, 2015

Chair Brown called for approval of the minutes.

MARKS/STANISLAW SO MOVED.

There was no discussion.

VOTE: NON OBJECTION: UNANIMOUS CONSENT

Motion carried.

VISITORS

**STAFF & COUNCIL REPORT/CHAMBER OF COMMERCE & MARINE TRADES ASSOCIATION REPORT/
COMMITTEE REPORTS/BOROUGH REPORT**

Karen Zak, Chamber of Commerce Executive Director, provided the Commission some updated statistics, upcoming events, and works in progress.

- 20 new businesses have joined the Chamber.
- They are looking for a location where vendors can set up and be available for the 9 cruise ships that will be coming in 2016.
- 2014 started with 465 businesses and they ended with 548 businesses in 2015.
- 26 Gold Businesses they give additional funding for promoting Homer and community events.
- 60 new members in 2015 and 9 new member businesses since the first of the year.
- Wrote a grant for Shark Tank and a company called Deluxe for “Small Business Revolution on Main Street”
 - \$500,000 grant and they would come to help with business marketing and seminars.
 - Top 10 contenders posted May 1st then it goes to online voting.
- Cook Inletkeeper has applied for a grant to address the building on Pioneer that has some issue with contamination.
- Asia Freeman is working on a grant for an art type program for Pioneer Avenue.
- They are working on the information kiosk on Baycrest, Winter Carnival is Saturday, they are hosting an international group of tour operators, and the Winter King Tournament and a statewide hockey tournament the same weekend.

Chair Brown recognized former EDC Chair Mike Barth and his efforts in promoting the hockey program and getting the statewide tournament in Homer.

PUBLIC HEARINGS

PENDING BUSINESS

NEW BUSINESS

A. Memorandum from Deputy City Planner Engebretsen re: Land Allocation Plan

Deputy City Planner Engebretsen reviewed her memo in the packet which provides an overview of the land allocation process.

Question was raised how property values are determined when the city sells its property and about the Bridge Creek Watershed. Deputy City Planner Engebretsen replied that properties assessed at over \$50,000 by the Kenai Peninsula Borough have to have an appraisal done before it can be sold. Regarding the watershed, she addressed the importance of the city owning the land in its watershed. Mrs. Engebretsen explained the watershed is the land that drains into the reservoir for city water, some is inside city limits and some is outside. The Borough granted the City extraterritorial zoning powers for the area bounded between Skyline Drive and Crossman Ridge Road. The City tries to purchase land in the area when it's affordable to help protect the watershed to help protect the area because development can degrade the water quality.

There was brief discussion about lease properties, particularly the Coast Guard lease that expires in September 2016. Deputy City Planner Engebretsen explained that there is a lease committee made up of City staff that reviews and makes recommendations regarding leases. If a lease reaches the end of its term the city can work with the lessee to negotiate a new lease or make the property available through the RFP process if there may be a better use for a property.

Councilmember Smith commented that there is a new class of ship scheduled to replace the current vessel and the new class can't berth at our harbor. Creating space for the new class of ship is something we need to think about for the port expansion. The Coast Guard wants to house them in two's in order to consolidate the maintenance facilities. We really need to be working to that end.

BROWN/MARKS MOVED TO FORWARD RECOMMENDATIONS A AND B TO THE CITY COUNCIL.

- A. *Designate the 40 acres acquired through tax foreclosure for watershed protection purposes. (Page F-7)*
- B. *The old harbormaster office property on page D 20, and is designated for parking and restrooms. Expand designation to include Boat House.*

There was no further discussion.

VOTE: NON OBJECTION: UNANIMOUS CONSENT

Motion carried.

B. Memorandum from Deputy City Planner Engebretsen re: Comprehensive Plan Update

Deputy City Planner Engebretsen explained that the current Comprehensive Plan was adopted in 2010 and a lot of the work has been completed which is great, and now we are looking at updating the plan. She explained that a Planning and Zoning staff member will be working with them in April and May to look at the economic development chapter of the plan, talk about projects that have been completed, things that should be added to the plan, and things in the plan that may not be feasible now. She noted and reviewed the work schedule included with her memo.

There was brief discussion that the Community Economic Development Strategy is a separate document than the Comprehensive Plan. Their work on the Comprehensive Plan could help them with the direction they may want to go when they work on updating the CEDS.

C. Memorandum from Deputy City Planner Engebretsen re: EDC Strategic Planning

Deputy City Planner Engebretsen reviewed her memorandum and packet information regarding strategic planning and ways for the commission to be more effective. She highlighted:

- Sending memos to Council periodically so they have a written report of what's going on.
- Having a Commissioner speak under Commission Reports at Council meetings.
- Working on topics the whole Commission wants to work on.
- Keeping the workload manageable with two long term projects and one or two short term projects going at a time.

She reviewed the draft strategic plan she included in the packet and asked for feedback from the Commission about their goals.

The Commission discussed developing a marketing/advertising program for Homer to make people aware of being able to put businesses in this town. Discussion points included:

- Promoting that we are open for business beyond what the Chamber already does.
- The Marine Trades developed a video promoting the harbor and marine trades and we should develop one promoting other areas of business in Homer.
- Radio advertising in this area is effective.
- The internet has very effective ways of reaching audiences in the way messages are marketed through search topics.
- With a small investment we could make a splash in social media.

Special Projects and Communications Coordinator Carroll commented that any kind of advertising or communication plan it's very essential to identify who you are trying to reach and for what reason.

Point was raised that with all the ideas tonight, maybe next meeting we can address short term goals and breaking down a marketing plan for Homer into smaller ideas that are manageable. For example if the topic is radio, then why radio. It's important to bring some facts to the meeting for different short term goals.

There was also discussion about the importance of promoting what the City offers, things like police and fire, it's all interconnected.

Councilmember Smith agreed marketing what we have is great, but we need to consider what we're lacking and what prevents people from coming here. It's important to consider what we might do to fix that.

They touched on some ideas about developing a video promoting Homer.

Special Projects and Communications Coordinator Carroll encouraged the Commission to set their goal and start to break it down into discrete steps that become objectives to their goal and specific tasks. If a goal is developing a video, this process will create a complete and well thought out package to present to the City Council.

Deputy City Planner Engebretsen added in working through this process they will get to a point where they address cost and formulate a budget request to send to Council in August when they begin the budget process. Mrs. Engebretsen said she will break some of this down into tasks for their next packet.

Chair Brown thanked staff for their help and information tonight and addressed the importance of interacting with Council. He recognized the benefit of having a Councilmember at their table to assist in the Commission's efforts and looks forward to the information that will come back at their next meeting and working toward successful completion.

D. Memorandum from Deputy City Clerk re: Declaring David Friedlander's seat vacant

Chair Brown reviewed the memo in the packet and called for a motion to declare David Friedlander's seat vacant.

MARKS/STANISLAW SO MOVED.

There was no discussion.

VOTE: NON OBJECTION: UNANIMOUS CONSENT

Motion carried.

INFORMATIONAL ITEMS

- A. City Manager's Report February 8, 2016
- B. Memo from Deputy City Clerk Re: Upcoming Speakers
- C. Appointment of Heath Smith as City Council Representative to the Economic Development Advisory Commission

COMMENTS OF THE AUDIENCE

Duane Parlow, city resident since 1991, commented he is interested in their comments about being open for business. He attended the Industry Outlook Forum in Kenai and our Mayor did a really good job about reiterating Homer is open for business. In relation to getting the word out he thinks the time is right for the Commission to recommend to Council to invite CIRI down to work with the Commission to look at potential economic opportunities with the use of their land in the middle of town. 12 years ago the town wasn't of a mind that we are open for business, bringing it up again now, we'll see if the town has changed or not. He thinks Council inviting CIRI down would do more than any radio advertising.

COMMENTS OF CITY STAFF

Special Projects and Communications Coordinator Carroll commented she appreciates the opportunity to work with the group and looks forward learning ways she can provide support to make the group more productive and feel that their time is well spent. She recapped that she will send them email links for videos done by the Marine Trades and the Chamber and also the MySoldotna video. She will create a spreadsheet to them to list challenges and attributes that Homer presents to people moving here to start or engage in business.

COMMENTS OF THE COUNCILMEMBER

Councilmember Smith said he is excited to work with the Commission and report to Council. He thanked Mr. Parlow for his comments. It's interesting where we are now and the kind of commerce we're inviting into the community that maybe it is the perfect time to come to Council and say if we're open to this type of business then we better be open to other kinds. He commented about his experience as a UPS driver in the 20 years he's worked there, the freight has almost quadrupled and over a third of the freight is from Amazon. Amazon prime has made a huge impact on where our

money goes. The longer we go without finding a resolution to becoming competitive, the sooner we will teach upcoming generations to continue to use this. We aren't far removed from this replacing our market place. We have to be cognizant of what technology has done and what Amazon has done to change the game. When we talk about the dirty word "Fred Meyer" and the competitive price point in the diversity of product, we have to wake up and address it sooner than later.

COMMENTS OF THE CHAIR

Chair Brown thanked everyone for participating and he appreciates their efforts and diligence. We are in our greatest struggle now; this is the tipping point of our city, state, and economy. Everyone needs to participate and become involved.

COMMENTS OF THE COMMISSION

Commissioner Sansom said she is happy to be back. She said was feeling a little sheepish when they voted out the other guy since she's missed a few meetings. She will miss a couple more as she has to tend to some family things. She hopes to call in to the next meeting and will be back in May.

Commissioner Stanislaw commented today was very good in some of the ideas and thoughts we can do. He said he is always willing to help with research to take on the storm, as Heath said, and he is happy to be more involved.

Commissioner Marks said she's glad to see the new members of the Commission and looks forward to the new one. She added that from what Heath is saying she has thought for a long time the community voted not to have a big box store, but they always use the big box store in the sky called Amazon. She hopes the advertising and marketing has anything to do with what is now, but looks forward to what is going to be happening in the next number of years and embrace it. Business isn't a dirty word. She knows exactly what Duane means; this community has had problems in the past with embracing the idea of business. You can have very good business people who care about the community and make it worthwhile. She recognized the Chamber Director and her efforts. Non-profits are great for a community, but often times they don't pay property tax and we have issues we need to identify. She thinks this is a good group to put together a concept that says we're all in this together and this is a really good time to start something that will generate the same feeling that Homer has and still be good business people.

ADJOURN

There being no further business to come before the Commission the meeting adjourned at 7:57 p.m. The next regular meeting is scheduled for Tuesday, March 8, 2016 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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Memorandum ED16-01

TO: Economic Development Commission

FROM: Jenny Carroll, Special Projects & Communications Coordinator

DATE: March 1, 2016

SUBJECT: Staff Report to EDC

Thank you all for welcoming me to my new position as the City of Homer's Special Projects & Communications Coordinator. As the Special Projects Coordinator, I will be providing staff support for the Economic Development Commission. And since some of the EDC commissioners are new like me, I thought I would take the opportunity to iterate my understanding of this role and the role of the Clerk's office in regards to the EDC – just so we are on the same page.

I will be providing limited staff support – and I say limited because as you can tell from my job title, my position fulfills two different functions – and my plate is pretty full. However, I will help as much as I can to support the Commission's productive functioning by gathering and disseminating information, preparing meeting packets, drafting resolutions and reports. The Clerk's Office helps with packet preparation and dissemination, advertises meetings, records meetings and prepares meeting minutes and helps members understand and comply with City policies and procedures regarding governing advisory bodies.

So that leaves all the fun work up to you! For informational purposes (to assist me and new Commissioners) I have included in your packet a synopsis of the Role of the City of Homer EDC excerpted and edited from a description written in 2008 by then Special Projects Coordinator Anne Marie Holen.

STRATEGIC PLAN FOR EDC

Last month Julie Engebretsen presented a recommendation of and an incomplete outline for a Strategic Plan to help focus the Commission's efforts in the next year or two. She asked Commission members to bring ideas forward for short term goals to add to the ones already on the plan. I have attached a **beginning draft** of a potential Strategic Plan with new short to mid-term goal items added, and long-term items (CEDS update) added. The idea is to work on 1-2 short-term items and 1-2 longer-term items.

Karin Marks brought forward one short term goal of establishing a media marketing plan that would allow Homer to compete for and focus on businesses to consider Homer a good place to settle and grow.

Anna Rodriquez-Sansom brought forward a short term goal of establishing a plan to market Homer as a Health and Wellness destination.

Ken Sprague emailed his suggestion that formulating Homer's economic development strategies for the next five years should be one of the EDC's number one concerns. As you know, one of the major responsibilities of the EDC is to review and revise the City's Comprehensive Economic Development Strategy, known as the CEDS. The CEDS was last updated in 2011. The fiscal environment in Alaska and within the City government has changed since the last update and may change significantly more in the next five years. It does seem time to update the plan to reflect this, EDC work that has been accomplished, and add new work items with prioritization.

Requested Action: Review attached draft strategic plan, make suggestions for any changes/additions/improved wording and vote to establish final goals of the plan.

Staff Recommendation: Once adopted, develop working committees for each objective which will create action steps and "done by" dates to fill out the strategic plan.

Staff Recommendation: Use Strategic Plan and its established timelines to organize and inform committee work sessions and structure monthly meeting agendas. Make review of EDC's approved Strategic Plan a biannual agenda item.

MARCH 8TH PRESENTER

Thanks to Ken Sprague for bringing the Commission's attention to the Kenai Peninsula Economic Development District's current process of updating the Kenai Peninsula Borough CEDS. As part of that effort, Melissa Houston, Associate Director for Strategy at the University of Alaska Center for Economic Development will be in Homer at the Chamber Luncheon (Beluga Lake Lodge 12-1 pm) to assist KPEDD with collecting economic development priorities/concerns from cities on the Kenai Peninsula. Please plan to attend if you are able.

Melissa has also agreed to be guest speaker at the EDC's March 8th meeting. I believe she worked with the City Council in 2014-15 on strategic planning. She will help the Commission understand the CEDS update process and highlight important strategies to keep in mind when developing a CEDS update work plan.

DEVELOPING MARKETING PLAN TO ATTRACT NEW BUSINESS TO HOMER

At last month's EDC meeting, the Commission worked on initial concepts of developing a marketing plan for attracting new business start-up or relocation to Homer. By request, I emailed a matrix for Commissioners to brainstorm Homer's attributes and challenges which Karin thought would be helpful for crafting messages in the advertising. I also provided sample videos and a sample action plan for this Marketing objective. The action plan does not necessarily need to be adopted as is, but is intended to serve as an example of action steps that may be helpful in the process leading up to a request for the City Council.

Requested Action: Complete Attributes_Challenges matrix for discussion at March 8th meeting. Provide copies to Marketing Plan working committee for review and synthesis.

Attachments:

1. **Role and 'Nuts & Bolts' of the City of Homer EDC**
2. **Draft EDC Strategic Plan 2016-2017 (ver 03_01_2016)**
3. **Homer Attributes_Challenges for Business Matrix**
4. **Sample work plan elements for developing Marketing Plan to attract small business to Homer.**

Because the EDC has a new staff support person and some new Commissioners, I thought it would be helpful to provide some information about the role of the Homer EDC. The following has been excerpted from and based on Memorandum EDC 08-01 written by then Special Projects Coordinator, Anne Marie Holen.

What is the role of the City of Homer EDC? As stated in City Council Resolution 06-20 which reactivated the EDC after a six year lapse, the purpose of the EDC is to advise the City Manager and City Council on matters of overall economic development as identified in City Code, Chapter 1.78. the resolution further states that the EDC is to make “prioritized recommendations based upon economic data and information to guide, enhance, and support timely economic development, both public and private.”

City Council Resolution 06-73 amended the EDC bylaws. The bylaws further explain the duties and responsibilities of the EDC. I recommend you read the entire resolution, but will list a few of the duties here:

- Make revisions to the Overall Economic Development Plan (which is now called the Comprehensive Economic Development Strategy – CEDS – in accordance with the term used by the U.S. Economic Development Administration.)
- Collect and analyze data to evaluate existing City of Homer resources. The Kenai Peninsula Economic Development District collects a lot of Borough data and reports it quarterly and annually in their “Situations and Prospects” report. This is available in online on the KPEDD website.
- Formulate and develop the overall long range economic development goals of the residents of the City of Homer through the public hearing process. The EDC can sponsor public forums on specific topics. Note: The City will solicit public input through the upcoming Comprehensive Plan update process. The Comprehensive Plan chapter on “Economic Vitality” will be included.
- Identify specific alternatives or projects to accomplish the City’s objectives.
- Take part in activities with the Homer Chamber of Commerce, Kenai Peninsula Economic Development District, the Kenai Peninsula Tourism and Marketing Council.
- Provide a representative for the Kenai Peninsula Economic Development District.
- Consider specific proposals, problems, or projects as directed by the City Council. (For example, last meeting the EDC was asked to weigh in on the City’s Land Allocation Plan.

What is the KPEDD? The KPEDD (which is not affiliated with the Kenai Peninsula Borough, although it does receive some borough funding) is one of sixteen ARDORs (Alaska Regional Development Organizations) in the state. Programs and services of the EDD include sponsoring forums on economic issues, and providing financial assistance to entrepreneurs through a revolving loan fund and consultation on grant funding. The EDD also produces the CEDS for the Kenai Peninsula, as a requirement for funding from the federal Economic Development Administration.

What are the “rules” in regard to the EDC meetings? Meeting procedures are outlined in the EDC bylaws and in various City resolutions dealing with advisory bodies. Some things to remember:

- Regular meetings are to take place on the second Tuesday of each month, at 6 p.m. All regular meetings are to be held in the Council Chambers at City Hall. Special Meetings and Worksessions can be scheduled at other times and places.
- Meetings are supposed to operation according to Robert’s Rules of Order. Someone from the Clerk’s Office will be in attendance at EDC meetings and can help answer questions when it’s unclear how to apply Robert’s Rules.
- Meetings are to follow a standard agenda. Time limits are imposed for visitor presentations (20 minutes each), oral reports from staff and Council representative (5 minutes each), testimony at a public hearing or under Public Comments/Comments of the Audience (3 minutes each), and for discussion of informal items (20 minutes each). It is the Chair’s prerogative to allow more time if it is requested.
- The agenda and packet for each meeting must be finalized by 5 p.m. Wednesday the week before the meeting. Packets will then be printed and available for pick up by the end of the next day.
- A commission member must move to disqualify him/herself from participating in any official action in which he/she has a substantial interest.
- Four commission members constitute a quorum. Likewise, four affirmative votes are needed to pass any action of the commission. Voting may be by roll call or via unanimous consent.
- Advisory bodies to the City Council are subject to the Alaska Open Meetings Act (OMA). This law is intended to ensure that members of the public have the opportunity to hear the deliberations of governmental bodies. The following are some examples of items which may be considered meetings subject to the Open Meetings Act:
 - Worksessions (don’t need quorum at these, but need to advertise 2 weeks in advance unless emergency, and cannot take action.)
 - Gatherings formed at the request of a private individual or business
 - Telephone polling or electronic media messaging (text, email, Facebook, etc. or teleconference)
 - Any gathering, either occurring by chance or not, with sufficient number of members where public business is considered or discussed.

Remember, when emailing about EDC business, do not “Reply All” as that is considered a gathering of sufficient numbers of members who are considering or conducting City business. A phone discussion or email discussion could be considered a “meeting.” All EDC meetings must be publically advertised as per City Code to meet the requirements of the Open Meetings Act. The Clerk’s Office handles this responsibility.

What are the current City of Homer economic development priorities? The City Council has not formally adopted priorities for economic development, but the Capital Improvement Plan, which is

updated annually, reveals some of the priorities. This is especially true if you look at the “short list” of projects for which Council seeks state and federal funding. Economic development priorities are also revealed in the City Council’s Strategic Doing items.

For instance, the current (March 2016) Strategic Doing priorities that overlap with the Economic Vitality chapter in Homer’s Comprehensive Plan include:

- Natural Resources
 - Staging area for large development projects
 - Commercial fishing and fish processing
 - Collaborate with other area organizations for economic development
- Tourism (low-impact, low density)
 - Expand parking / efficient shuttle service
 - Develop Tourism Management Plan
- Miscellaneous
 - Accommodate/promote arts & culture
 - KBC to develop educational / vocational programs
 - Research / implement range of housing options
 - Improve technological infrastructure

How Does the EDC Communicate with the City? The EDC is advisory to the City Manager and City Council on City policies and making changes to policies. For change to happen, usually a council member has to like your idea and be willing to sponsor a resolution or ordinance to change established city policies or rules. Work with the City Manager and keep Council informed while developing initiatives. Send memos to Council periodically so they have a written report of what’s going on. Staff can assist with this and its likely to be part of the City Manager Report. Have a Commissioner speak at a Council Meeting under Commission Reports. You don’t have to do it every month, but it could be quarterly or when the Commission is working on a hot topic. It is best to rotate Commission members so Council gets to see and hear from each of you over time. Pay attention to feedback from Council; the Commission may need to change direction, or come up with more support for the topic.

What is the role of the Special Projects Coordinator and the Clerk’s Office in regard to the EDC? The Special Projects Coordinator assists the EDC by gathering and disseminating information, preparing meeting packets, drafting resolutions and reports, etc. The Clerk’s Office helps with packet preparation and dissemination, records meetings and prepares meeting minutes, makes sure meetings are properly advertised, and helps members understand and comply with City policies and procedures governing advisory bodies.

MISSION: It shall be the duty of the Commission to act in an advisory capacity to the City Manager and the City Council on the overall economic development planning for the City of Homer.

VISION: Improve the economic well-being and quality of life within the Homer community through strategic planning for City of Homer infrastructure and other Homer qualities that support and attract business growth, job creation and retention, income and the tax base growth. By quality of life we mean offering residents' opportunities for jobs with livable wages and good government services such as excellent schools, low crime, and well-maintained parks and facilities for recreation. It also means providing for the welfare of all residents regardless of income.

GOAL: Attract/encourage independent small business as a significant component of the city's overall business mix.

Short Term Objective 1: Establish a media marketing plan that would allow Homer to compete for and focus on businesses to consider us as a good place to settle and grow.

Action Plan:

By Date:

- Establish an understanding of Homer's strengths and weaknesses;
- Decide if want to focus media message on certain business sectors;
- Identify components wanted in the media
- Research and set priorities of what media to use
(idea start with radio ad to run this summer – while working on video idea)
- options for producing and distributing media and budget numbers;
- Present City Council budget request for production costs

August 2016

Working Committee: Karin Marks

GOAL: Enhance the attractiveness and vitality of Homer’s business districts/sectors through ongoing improvement planning and action items:

Short Term Objective 2: Market Homer as a Health and Wellness destination to attract a new set of tourists and bring business to Homer in the off season. (From phone call with Anna Rodriquez-Sansom)

Action Plan:

By Date:

- ??

Working Committee: Anna Rodriquez-Sansom

Medium Term Objective 1: Revitalize Homer’s Central Business District

Action plan:

- | | |
|---|-------------|
| • Partner with the Bunnell Street Gallery and Chamber of Commerce in the planning and revitalization of Pioneer Avenue through the ReStore project; | Spring 2016 |
| • Support funding for ongoing upgrades of Pioneer Avenue, particularly for purchase of additional trash receptacles bench seating areas. | August 2016 |

Working Committee: ??

Long Term Objective 1: Continue to promote public awareness of the benefits that result from adequate parking and transit opportunities in the central business district and Homer Spit, such as additional economic investment, impact on cultural community and smart growth practices.

Action plan:

By Date:

- Support increased parking in the Homer Spit area, particularly CIP items:
Seafarers Memorial Parking Expansion & Boat House Pavilion parking area.
- Research smart growth options for connecting Spit & Central Business District
possibly as part of Pioneer Ave ReStore?

Working Committee: needed?

GOAL: Proactively and strategically plan for Homer's economic development concerns and initiatives

Short Term Objective 3: Support efforts of the City of Homer to update Comprehensive Planning document and annual CIP list

Action Plan:

By Date:

- Review and update Chapter 8: Economic Vitality
- EDC members review and advise City Manager Office on annual Capital Improvement Plan.

March-June 2016

July –August 2016

Medium Term Objective 2: Update Homer's Comprehensive Economic Development Strategy

Action Plan:

- ?

Long Term Objective 2: Raise awareness of the importance of and promote public infrastructure as an economic development asset of the community (as it relates to providing healthy business environment and quality of life.)

Action Plan:

By Date:

- Highlight the community's commitment to long-term investment in its Infrastructure in the City marketing materials. (Associated with short term goal 1?).

Working Committee:

Homer Attributes_Challenges Matrix

City of Homer	Attributes	Challenges	Comments
Economy			
Geographic Location			
City Infrastructure			

Homer Attributes_Challenges Matrix

	Attributes	Challenges	Comments
Environment			
Culture			
Lifestyle			

Homer Attributes_Challenges Matrix

Education			
Industry Support			

Media Marketing Plan that Allows Homer to compete for and focus on business location/relocation to Homer

Job To Be Done: Increase number of businesses locating/relocating to Homer
through Media Marketing Plan with Budget Allocation

1 Idea To Shape:

a. Evidence as to why this is a good idea:

ways to do this

Research economic effect of business development in Homer

Document success stories in other Alaska communities doing this

Cost/benefit analysis

How does this plan work with other COH activities designed to do this?

What are roles of EDC and Chamber of Commerce in developing plan and producing/distributing product?

Discuss with Council Member(s) initial idea; does any agree with idea and be willing to sponsor a resolution?

b. Frame media messages EDC wants promote

ways to do this:

Identify Homer's attributes and challenges for business

rank attributes for featuring in marketing

identify industries/businesses that are a good fit for Homer based on attributes/challenges

Identify industries/businesses EDC wants to attract to Homer

what industries are likely to grow in Alaska? Which ones fit in industries identified above?

what challenges must be addressed to make these industries a good fit?

What messages support the City Council's Strategic Doing Priorities?

Research what factors/areas improve people's perception cities

Where target audiences are located

2 Refining Idea

a. Evaluate and prioritize what media to use

ways to do this

Brainstorm: at last EDC meeting discussed video and radio spots. Other ideas...

what methods are other communities successfully utilizing

Avenues for collaboration on marketing - any make marketing and/or financial sense?
Role of Chamber of Commerce in producing/distributing the product
Refine and prioritize the media choices
what media will best reach intended business audience?
does EDC /local area have skills to produce effective media being considered?
Is it cost prohibitive? Or achievable?

3 Idea To Shape

- a. Develop formal Plan with Timeframe, Costs Associated and Responsible Parties
(if steps one and two allow forward progress)
ways to do this
 - Work from prioritized list of marketing avenues
 - Frame components / messages to be featured
 - Cost options out
 - Choose options most feasible
 - Develop formal plan and budget for presentation to City Council

Complementary Medicine (CM) refers to healing practices and products that work in conjunction with modern medicine. For example, a cancer patient receiving chemotherapy may also undergo acupuncture to help manage chemo side effects like nausea or a Physical Therapist may be employed to improve mobility after surgery. There are approximately 40 complimentary medicine businesses in Homer 21 of which are Chamber of Commerce members.

I believe that this industry can be further developed by creating awareness of the high level of expertise currently in Homer. We can attract visitors for the express purpose of benefitting from treatment in our serene community. Homer can become known as the wellness community of the north. The popularity of our annual Health Fair is an indication of our focus on good health.

Plan Objective

Show the diversity of treatments available, and make Homer a year round destination for people seeking complimentary medicine. I believe the first step is to attract media attention to publicize the wide variety of practitioners in Homer, after which the medical community will be targeted.

Actionable Items

Create a list of our CM Stars utilizing the current chamber members.

Suggest news items to several news organizations i.e. :

Alaska Airlines Magazine

ADN HEALTH editor

AARP

Health and Fitness

Prevention magazine

Men's Health / Women's Health

Alaska Business News

Identify the appropriate professional journals and trade magazines.

Plan Familiarization Tours for Medical Professionals

These are the beginning steps for the development of this clean industry and adding wellness to Homer's reputation. I request input and direction on appropriate manner to proceed. Further I welcome the formation of a subcommittee to work on the action items.

Anna Rodriguez-Sansom



City of Homer

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City Manager's Report

TO: Honorable Mayor Wythe and Homer City Council

FROM: Katie Koester, City Manager

DATE: February 17, 2016

SUBJECT: City Manager's Report

New Customer at DWD in March

Furie Alaska has been working out the details with the Port and Harbor Staff for bringing a MODU (mobile offshore drilling unit) to the Deep Water Dock beginning early in March. The Rig Randolph Yost will be transported by heavy lift ship from Singapore to Kachemak Bay, offloaded and then come into the dock for 30 to 45 days of dockage. While at Port crews will work to ready the Randolph Yost for work in upper Cook Inlet for the 2016 drilling season. Soon the Randolph Yost will be drilling new gas wells for Cook Inlet's newest production platform in Trading Bay, installed just last year. Furie Alaska is contracted with HEA to provide natural gas to the new gas turban electric plant in Nikisiki.

February Trip to Juneau

Mayor Wythe and I had a fast paced and productive trip to Juneau February 2. After a debrief with Anderson Group, we met with Deputy Commissioners Neussl and Hatter of AKDOT&PF. DOT wanted to visit with us about the marine highway and its importance to Homer. I brought up drainage issues that the St. Augustine subdivision is having as the result of a how DOT channels the drainage from the Sterling Highway. We spoke with DOT about ongoing projects in the area: Lake, Pioneer and the status of the stop light at Sterling Highway and Main Street. Latest update on that project according to DOT "We are currently approaching the 65% design phase and preparing to submit the Plans, Specifications, and Estimate for Plans In Hand (PIH) review. We are looking at a few options to reduce Right Of Way needs. This may eliminate the dedicated right turn lanes on the Main Street legs of the intersection. With a HSIP (Highway Safety Improvement Project) the main objective is to meet standards that are safety related. The downhill grade on Main Street is steep and a landing that meets current design standards could help prevent people from sliding into the intersection. Meeting grade/landing standards with the turn lanes was having significant impacts to the NAPA property." See attached flyer for more info.

The evening of the 2nd, Linda hosted an informal dinner in her home where we got to spend time visiting with our delegation and their staff. We were down there during week three of the session, and they already had the telltale end of session war-worn look. The legislature has hit the ground running this year and has their work cut out for them.

Wednesday was an early meeting with the Commissioner of Corrections and both his Deputies on the Community Jail program. Commissioner Dean Williams, newly appointed, is very concerned with the health of the Community Jails. He made some interesting points about title 47 prisoners and whose responsibility they are. Title 47 prisoners are people taken into protective custody because the Police Department judges them to be in danger of harming themselves or others and they haven't committed any crimes. This can be due to acute intoxication by alcohol or other substances or by mental illness. Commissioner Williams argued that the local hospital bears the responsibility for these patients. State statute says that they have to go to a local treatments center. In Homer we do not have a local treatment center nor does our hospital have the capacity to handle the patient. This leaves the jail often in the case of babysitting prisoners when they detox or have suicide risk. As you can imagine, this is a source of exposure to the City. Nevertheless, as the Mayor pointed out, these individuals need somewhere to go and it is a community problem that requires a community solution. Though the administration gave no indication they were proposing new cuts to community jails, they are looking at cost saving measures, like how Title 47 prisoners are taken care of, and are paying close attention to the program.

Commerce Commissioner Chris Hladick gave his time to talk about the business potential of the Homer Port and Harbor and how it could fit into the economic development picture in the State. The 4 page "Business Begins where Land Ends" informational booklets were a great launchpad for talking about the present and potential for Homer. As a former City Manager, Commissioner Ladick gave me some great tips on management. One of them was to include a section at the end of every meeting titled 'directives from Council.' We do this informally in the City Manager's report, but it may be worth putting an extra item on the agenda to give you the opportunity to reflect on the report, meeting, and any City business you need follow up on.

Throughout Thursday we met with Senator Gary Stevens, Representative Paul Seaton, Speaker Mike Chenault and Senator Peter Micchice. All legislators have the budget issues front and center. Sen. Stevens mentioned that the State may issue GO bonds for capital projects, a rumor backed up by the governor's office. This is one of the reasons why it is important to provide legislators with our priorities even in the lean years and put effort into advancing our projects – you never know what may pop up and we need to be prepared. In addition to touching on capital projects, we spoke with legislators about Homer's concerns with Senior property tax exemptions (Resolution 15-111), PERS issues including the threat to increase the required contribution from municipalities, and Homer's support of action by the legislature to solve the budget crisis, Resolution 16-017. This latest action was well received and we were approached by a number of legislators thanking the City of speaking up. There

seemed to be a commitment to tackle the budget issues the state is facing with each of the legislators we met with, which is encouraging.

We also met with Deputy Chief of Staff to Governor Walker John Hozey. We spent almost an hour with him, focusing on general budget issues and revenue concerns for municipalities, the concerns with addressing PERS issues including termination studies (where municipalities have to pay a fine in perpetuity if they get rid of a class of employees) and PERS contribution rates. The later issue is going to be a big fight on the hill – every % increase in PERS contribution rate equates to an additional \$59,000 for the City of Homer.

We were able to touch base with Commissioner of Revenue Hoffbeck and OMB Director Pitney briefly and share information on Resolution 16-017. In addition to making some important connections during the trip, we were able to get insight on what the administration is thinking and bring the Homer perspective to Legislators in Juneau.

Hickerson Cemetery Neighborhood Meeting

Public Works Director Meyer and I had an almost 2 hour neighborhood meeting with 8 residents who live around Hickerson Cemetery and a couple other citizens concerned about the impact of development of the cemetery, including Cook Inlet Keeper. Many thanks to Councilmembers Aderhold and Reynolds who also attended. The residents were frustrated and felt like they had not been given proper notice of the project, though staff did point out all aspects of the project: purchase of the land and funding for design, have gone through the public notice requirements of the City. Their recommendation was for the City to send out public notice directly to area residents like the City would for a project within City limits. The City did send 210 individual notices to everyone in the surrounding area for the neighborhood meeting. The group had many items that they would like to see considered in the project including:

- No chain link fence should be installed around the cemetery a higher quality and more attractive fence should be used.
- Use trees and berms as visual buffers.
- Leave existing trees on the property/add more.
- Develop regulations that require burial vaults to eliminate potential for groundwater contamination.
- Make new expanded area more beautiful. Existing cemetery not maintained and an eye sore.
- Monitor groundwater for evidence of contamination.
- Planning Commission should hold public hearings.
- Enforce requirement that all headstones be flat to the ground to make them less visible.
- Down size the expansion.

- Take into account reduced property values of surrounding neighborhood due to expansion.
- Move existing shelter to allow for more burial plots in existing cemetery, no need for expansion right now.

There are no State, Federal or Borough regulations guiding Cemetery development. Many of these items would increase the cost of the project. If the City wants to mitigate the subsidization of the Cemetery, increasing the cost of plots is the only way to recoup these costs (currently \$1,000 a plot). One way to move forward with the project would be to refer details of the expansion to the Planning Commission with specific parameters and guidelines from Council.

Draft WSRN Letter of Support

In July of 2015 Council passed a resolution to include Beluga Slough in the Western Hemisphere Shorebird Reserve Network. In the nomination letter the City must agree to the following three conditions:

- To make shorebird conservation a priority at the site;
- To protect and manage the site for shorebirds; and
- To update the Network at least annually in the event of changes in the site's status (boundaries, degree of protection) or in the contact information of the person responsible.

On the eastern parcel of almost 40 acres, there is a BLM conservation easement, and agreeing to these three conditions is not an issue. The parcel below the Public Works complex, 21 acres, is not under a conservation easement, however, its tidal wetland, and zoned Open Space Recreation (see attached map). Because these conditions were not spelled out in the Resolution, I wanted to let Council know before we forward the attached nomination letter to WSRN and confirm that the conditions are consistent with Council's intent.

Moving Beluga Slough

Property owners who live near the outlet of Beluga Slough have organized and petitioned the Corps for a permit to move Beluga Slough. The Slough has been relocated back to the west to eliminate erosion of lots in the Ocean Drive Loop neighborhood many times over the years. Permits to accomplish this work again are currently being reviewed by state and federal agencies.

Decades ago, no permits were secured, but in the last 12 years or so, a Corps permit has been obtained. The City has prepared and submitted permit applications in the past, but the last few permits have been submitted by the affected property owners (with oversight by Public Works). US Fish and Wildlife has given the land owners authority to access the site within certain guidelines. The cost of relocating the outlet has been paid for by the property owners.

Permit agencies are requiring that the City monitor work on the beach as part of their proposed permit conditions. Public Works has played this role in the past and will continue to support this work as directed by the City Council. Work won't begin until winter to minimize

impacts to wildlife. The City will work with the land owners to provide notice on the radio and website so the public is aware of when and why heavy equipment is working on the beach.

Strategic Planning at HVFD

The Homer Volunteer Fire Department is looking at putting together a work group to assist the fire department in a strategic planning effort. Ideally, the group would be made up of, 1 staff member, 1 or 2 volunteers (EMS/Fire or cross trained), a councilmember the Mayor from Homer and Kachemak City, and a member of the public. The goal of the group will be to establish the long-term vision of fire department by establishing strategic goals and objectives. If anyone is interested in participating in this process, please let me know.

Comprehensive Plan Update

Planning has been gearing up for an update of the Comprehensive Plan. Through the strategic doing process Council and staff has been working on, it has become clear that the City has checked off many items of the Comprehensive Plan implementation table and that others may need to be updated or reconsidered given the changing environment. The Commissions are currently reviewing the Plan and plan on brining recommendations to Council this summer. See the attached memo from Planning for more information.

Out of Office

Both City Clerk Johnson and I will be out of the office February 25 through March 4. During that time, Chief Mark Robl will be Acting City Manager. I will have multiple communication devices with me and can be reached via email or phone.

ENC:

Main Street and Sterling Highway fact sheet
Draft WSRN Letter
Resolution 15-054
Map of City and USFW land in Downtown Homer
Email on Hickerson Cemetery
Memo on Comprehensive Plan Updates
Legal Opinion on Natural Gas HSAD exemption for CIRI
Population Determination from DCCED



City of Homer

www.cityofhomer-ak.gov

Office of the City Clerk

491 East Pioneer Avenue
Homer, Alaska 99603

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(f) 907-235-3143

Memorandum

TO: CHAIR BROWN AND THE ECONOMIC DEVELOPMENT COMMISSION

FROM: MELISSA JACOBSEN, CMC, DEPUTY CITY CLERK

DATE: MARCH 3, 2016

SUBJECT: EDC MEETING SPEAKERS

The following speakers are scheduled or pending confirmation:

March 8th – Melissa Houston of UA Center for Economic Development - Strategies for updating Homer's Comprehensive Economic Development Strategies

April 12th – Patrice Krant - Coca-Cola manufacturing's expansion Into Western Ireland - one executive's reminiscences

May 10th - Woodard Creek Coalition

Suggested future speakers and topics:

Marine Trades Association – Long Range Plans

Carol Swartz, Kachemak Bay Campus

Derotha Ferraro, South Peninsula Hospital

Community Mental Health

Local Business owners - Loopy Lupine, Spit w Spots

Local Contractor and Realtor



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February 23, 2016

Cassandra Peterson
PO Box 2394
Homer, AK 99603

Dear Cassandra,

Congratulations! Council confirmed/approved your appointment to the Economic Development Advisory Commission during their Regular Meeting of February 22, 2016, via Memorandum 16-033.

Included is the 2016 Public Official Conflict of Interest Disclosure Statement. Please complete this document and return it to the Clerk's office. This form will be retained in the Clerk's office. It is a public document and may be requested by any member of the public. In the event the Public Official Conflict of Interest Disclosure Statement is requested by a member of the public, you will be notified of the requestor's name.

Also included is the Code of Ethics as outlined in Homer City Code 1.18. This provides important guidelines in your role as a commissioner as to conduct and conflicts of interest. And finally, the Robert's Rules of Order handbook is enclosed to help you with the meeting protocol, the Commission's bylaws, and a copy of the Community Economic Development Strategy (CEDS).

Thank you for your willingness to serve the City of Homer on the Economic Development Advisory Commission. There certainly are exciting times ahead.

Your term will expire April 1, 2019.

Cordially,


Mary E. Wythe, Mayor

Enc: Memorandum 16-033
Certificate of Appointment
HCC 1.18 Conflicts of Interest, Partiality & Code of Ethics
2016 Public Official Conflict of Interest Disclosure Statement
Robert's Rules of Order handbook
Commission Bylaws
Community Economic Development Strategy

Cc: Economic Development Advisory Commission



City of Homer

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Office of the Mayor

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Memorandum 16-033

TO: HOMER CITY COUNCIL
FROM: MARY E. WYTHER, MAYOR
DATE: FEBRUARY 16, 2016
SUBJECT: APPOINTMENT OF CASSANDRA PETERSON TO THE ECONOMIC DEVELOPMENT
ADVISORY COMMISSION AND JACQUE PETERSON TO THE LIBRARY ADVISORY
BOARD.

Cassandra Peterson is appointed to the Economic Development Advisory Commission to replace David Friedlander for a three year term that will expire April 1, 2019.

Jacque Peterson is appointed to the Library Advisory Board to replace Amy Alderfer for a term to expire April 1, 2018.

RECOMMENDATION:

Confirm the appointment of Cassandra Peterson to the Economic Development Advisory Commission and Jacque Peterson to the Library Advisory Board.

Fiscal Note: N/A

City of Homer

Homer, Alaska

Mayor's Certificate of Appointment

Greetings

Be It Known That

Cassandra Peterson

Has been appointed to

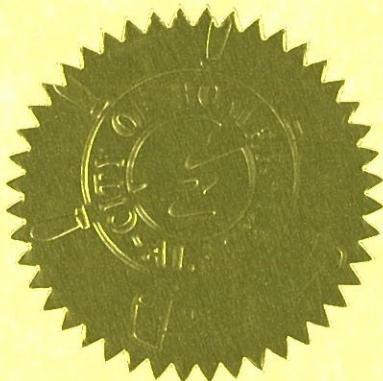
serve as

“Commissioner”

on the

“Economic Development Advisory Commission”

This appointment is made because of your dedication to the cause of good government, your contributions to your community and your willingness to serve your fellow man.



*In Witness whereof I hereunto set my hand
this 23rd day of February, 2016.*

Mary E. Wythe
Mary E. Wythe, Mayor

Attest:

Melissa Jacobsen
Melissa Jacobsen, CMC, Acting City Clerk



CITY OF HOMER
COMMISSION, COMMITTEE, BOARD AND TASK FORCE
APPLICATION FORM

JAN 19 2016 PM 12:15

CITY CLERK'S OFFICE
CITY OF HOMER
491 E. Pioneer Avenue
Homer, AK 99603
PH. 907-235-3130
FAX 907-235-3143

Received by the Clerk's Office

The information below provides some basic background for the Mayor and Council

This information is public and will be included in the Council Information packet

Name: Cassandra L. Harrison Peterson Date: 1/19/16

Physical Address: 64145 Katamar Ave Homer, AK

Mailing Address: P.O. Box-2394 Homer, AK 99603

Phone Number: _____ Cell #: 907-299-0638 Work #: 907-226-3130

Email Address: cassandra.l.harrison@horizonsatellite.com

The above information will be published in the City Directory and within the city web pages if you are appointed by the Mayor and your appointment is confirmed by the City Council

Please indicate the commission(s), committee(s), board or other that you are interested in serving on by marking with and X or a V

	ADVISORY PLANNING COMMISSION	1 ST & 3 RD WEDNESDAY OF THE MONTH AT 6:30 PM WORKSESSION PRIOR TO EACH MEETING AT 5:30 PM
✓	ECONOMIC DEVELOPMENT ADVISORY COMMISSION	2 ND TUESDAY OF THE MONTH AT 6:00 P.M.
	PARKS & RECREATION ADVISORY COMMISSION	3 RD THURSDAY OF THE MONTH AT 5:30 P.M.
	PORT & HARBOR ADVISORY COMMISSION	4 TH WEDNESDAY OF THE MONTH OCT-APRIL AT 5:00 P.M. MAY - SEPTEMBER 6:00 PM
	PERMANENT FUND COMMITTEE	2 ND THURSDAY OF THE MONTH AT 5:15 P.M. FEBRUARY, MAY, AUGUST & NOVEMBER
	PUBLIC ARTS COMMITTEE	2 ND THURSDAY OF THE MONTH AT 5:00 P.M. FEBRUARY, MAY, AUGUST & NOVEMBER
	LIBRARY ADVISORY BOARD	1 ST TUESDAY OF THE MONTH AT 5:00 P.M.
	CITY COUNCIL	2 ND AND 4 TH MONDAY OF THE MONTH SPECIAL MEETINGS & WORKSESSIONS AT 4:00 P.M. COMMITTEE OF THE WHOLE AT 5:00 P.M. REGULAR MEETING AT 6:00 P.M.
	OTHER - PLEASE DESIGNATE	

I have been a resident of the city for ___ yrs ___ mos. I have been a resident of the area for 21 yrs 6 mos.

I am presently employed at Horizon Satellite, LLC

Please list any special training, education, or background you may have which is related to your choice of commission, committee, board or task force:

Long term business owner

Have you ever served on a similar commission, board, committee or task force? If so please list when, where and how long:

None

Why are you interested in serving on the indicated commission, committee, board or task force?

Planning + Marketing development

assisting business's with ideas for change to enhance community

Do you currently belong to any organizations specifically related to the area of your choice(s) you wish to serve on?

No

Please answer the following if you are applying for the Advisory Planning Commission:

Have you ever developed real property, other than your personal residence, if so briefly describe? N/A

Please answer the following if you are applying for the Port & Harbor Advisory Commission:

Do you use the Homer Port and/or Harbor on a regular basis? What is your primary use?

____ Commercial

____ Recreational

N/A

Please include any additional information that may assist the Mayor in his/her decision making:

Having

just purchased a business property, I'm interested in helping other business's make improvements to help the city.

When you have completed this application please review all the information and return to the City Clerk's Office . You may also email this document to clerk@cityofhomer-ak.gov or fax to 907-235-3143. Thank you for applying!

