

**NOTICE OF MEETING  
WORKSESSION AGENDA**

- 1. Call to Order**
- 2. Agenda Approval** (Only those matters on the noticed agenda may be discussed)
- 3. Informational Memorandum Re: EDC Vacancies and Procedures for Telephonic Participation and Worksessions** Page 3
- 4. Visitor Patrice Krant - Coca-Cola manufacturing's expansion Into Western Ireland - one executive's reminiscences (15 minutes)**
- 5. Draft EDC Strategic Plan** Page 5
- 6. Business and Marketing Initiative draft work plan** Page 9
- 7. Audience Comments**
- 8. Adjournment**  
Next Regular Meeting is Tuesday, May 10, 2016 at 6:00 p.m., in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.





# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

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## Memorandum

TO: CHAIR MARKS AND THE ECONOMIC DEVELOPMENT COMMISSION

FROM: MELISSA JACOBSEN, CMC, DEPUTY CITY CLERK

DATE: APRIL 6, 2016

SUBJECT: EDC VACANCIES AND PROCEDURES FOR TELEPHONIC PARTICIPATION AND WORKSESSIONS

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At the March 8<sup>th</sup> regular meeting, Commissioner Arno advised the group that he would not be seeking reappointment at the end of his term on April 1<sup>st</sup>. Following that meeting Commissioners Brown and Sprague resigned their seats; bringing the Commission to four members, the number required for a quorum. With the resignation of Commissioner Brown, Commissioner Marks as Vice Chair, assumes the seat as Chair in accordance with the bylaws.

I reviewed the Commission's bylaws to see if they specify whether a member participating by phone could be counted toward the quorum since Commissioner Sansom advised she would be participating telephonically.

I found that the bylaws don't address allowing participation by telephone, but that the current edition of Robert's Rules of Order indicates that unless otherwise allowed, a quorum must be physically present before a member can be allowed to participate telephonically (referred to as electronically in Robert's Rules).

Section E. 4. of the EDC bylaws states:

*Special Meetings, Worksessions, and Public Forums may be called by the Chair or a majority of the Commission. Worksessions and Public Forums do not require a quorum. However, no action may be taken at a worksession or forum; items on the agenda are for discussion only.*

Since staff was aware of the situation and able to discuss it with Chair Marks prior to advertising the April 12<sup>th</sup> meeting, she was able to approve scheduling a worksession instead of cancelling the regular meeting for lack of a quorum.

Staff will bring forward a bylaw amendment to address telephonic participation on a future agenda.

There is an applicant for a seat on the Commission that the Mayor is recommending for appointment at the April 11<sup>th</sup> council meeting, but that still leaves two seats open. Chair Marks encourages everyone to keep looking for additional members. There is one seat available to a non-city resident.



**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.

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**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

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**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?

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**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:**

## 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