

ECONOMIC DEVELOPMENT ADVISORY COMMISSION 2019 STRATEGIC PLAN/GOALS

Annually, the EDC prioritizes a list of short, medium and long-term goals to aid the commission in charting a general course for the year and keeping on-task.

2019 EDC GOALS

| Ongoing Goals | Short Term Goals < 6 Months or by end of 2019 | Midterm Goals 1 - 3 Years (2019 – 2022) | Long Term Goals 5 Years or More (2024+) |
|--|---|---|---|
| Follow Wayfinding- Streetscape planning effort; keep focus on opportunities for implementation | Research any zoning recommendations to forward to Planning Commission | Assess job training needs of Homer businesses; communicate to Kenai Peninsula College | Collaborate with Chamber of Commerce on Recruit & Retain Remote Workforce Project |
| Familiarize with Smart Growth principles and best practices | Review CEDS | Multipurpose community center in CBD | |
| | Evaluate how to move downtown vitalization forward | | |
| | Form ‘Recruit & Retain Remote Workforce” work group to collaborate with Chamber of Commerce | | |

Overall EDC Duties and Responsibilities

The outline below summarizes the EDC’s overall duties and responsibilities as prescribed in the EDC’s Bylaws, under Homer City Code 2.76.040 at www.codepublishing.com/AK/Homer/ and in official City planning documents including the Homer Comprehensive Plan, the Comprehensive Economic Development Strategy (CEDS), and the 2017 Business Retention and Expansion Survey Report (BR&E).

EDC Bylaws/HCC

- Act in an advisory capacity to the City Manager and the City Council on the overall economic development planning for the City of Homer.
- Oversee responsibility of the City of Homer Comprehensive Economic Development Strategy (adopted by City Council April 26, 1993; formerly known as the Overall Economic Development Plan):
 - a. Revisions, amendments and extensions of the Comprehensive Economic Development Strategy (CEDS), which may be adopted by the City Council after consideration and report by the Commission.
 - b. Provide continued review and evaluation of the CEDS.
 - c. Supervise and monitor the implementation of the CEDS.
- Collect and analyze data relevant to economic development to evaluate existing community resources.
- Formulate and develop the overall long-range economic development goals of the residents of the City of Homer through public hearing process.

- Identify specific alternatives or projects to accomplish the City's objectives and recommend priorities.
- Review recommendations of the Homer Advisory Planning Commission to encourage a business-friendly environment in Homer.
- Promote public interest in overall economic development.
- Make inquiries regarding matters related to economic development.
- Collaborate with other City of Homer advisory bodies, the Homer Chamber of Commerce, Kenai Peninsula Economic Development District, and Kenai Peninsula Tourism Marketing Council in activities of mutual interest.

Document 1: 2018 Homer Comprehensive Plan: Chapter 7 Economic Vitality – The Comp Plan has six summarized goals, each with implementation strategies and additional objectives. The table at the end of the chapter breaks down these projects by a timeframe and whose primary duty it is to take action on them. The following goals have been marked as the EDC's responsibility:

1. Goal 1 – Encourage Economic Development
 - 1-5. Review the Community Economic Development Strategy (CEDS) Plan (*Mid Term*)
 - 1-6. Create an action plan from the CEDS plan (*Near Term*)
 - 1-7. Stay abreast of the requirements of information (*Ongoing*)
2. Goal 2 – Encourage Year-round Jobs
 - 2-A3. Identify business needs through business retention program participation (*Ongoing*)
 - 2-A4. Stay abreast of the needs of technology-based business and review the ability of the city to support (*Ongoing*)
 - 2-A5. Partner with KPEDD to identify options for incentives to encourage local business growth (*Near Term & Ongoing*)
 - 2-A6. Work with KPEDD to identify regional successes (*Near Term & Ongoing*)
 - 2-C4. Connect sources of information that contribute to identifying local job training needs (*Ongoing*)

Document 2: 2011 Comprehensive Economic Development Strategy: Implementation Plan – The strategies listed in the CEDS are implemented collaboratively by local government and community organizations/businesses. The goal listed that EDC should focus on is:

THREE BROAD SECTORS: CONSTRUCTION & MANUFACTURING, RETAIL, SERVICES

Goal: Increase the contribution these sectors make to Homer's overall economic health

- A. Encourage enterprises that will provide jobs and other economic benefits without serious negative side effects; and
- B. Encourage value-added manufacturing to maximize local resources and provide products for export.

Although this item is marked EDC's responsibility, the continued review/evaluation of the CEDS and supervising/monitoring its implementation **in its entirety** is the duty of the EDC per the commission's bylaws and HCC 2.76.040

Document 3: Business Retention & Expansion Survey Report: EDC Proposed Action Items – The EDC conducted a BR&E survey in 2017. Survey responses helped the EDC formulate 2017-2018 goals. Some of these goals have been accomplished, while others may need to be prioritized into a more specific timeline.

1. Local business concerns the EDC proposes to work on in short-term:
 - Clarify specific City regulatory barriers in the areas of zoning options and the permit process, sign ordinance (particularly in regard to several businesses co-located in one building) and lease policy and procedure -- while keeping safety, town appearance and quality of life elements in the balance;
 - Explore public-private partnership to create a master plan for a more vibrant, connected central commercial district with attention to appearance, trail connections, way-finding, arts, wi-fi zone, etc.
 - Support efforts to develop large vessel haul-out;
 - Share survey results with other organizations/government units engaged more directly in the issues as a catalyst for solutions;
 - Educate ourselves and others about the actual scope of City government reach in the various challenges brought out by the survey and connect individual business owners with information about the organizations and resources available for to address concerns and for business assistance.
2. Longer-term issues that cut across many businesses and require various stakeholder involvement in both strategy development and implementation:
 - Explore City participation in coordinated public-private initiatives to recruit workforce;
 - Support large vessel harbor development with attention to competitive rates and multi-use Spit management.

DUTIES OF COMMISSION/STAFF

Commissioners

- Attend City Council meetings as assigned.
- Attend work sessions and training opportunities.
- Come prepared to make a motion for action at meetings, or ask staff before the meeting for more information.
- Communicate with City Council members to gain support on EDC-related projects that need sponsorship at the Council level.

Staff (Jenny Carroll)

- Aid the Chair in setting the agenda
- Compile packet material from commissioners, write backup memos, and submit to Clerk
- Provide information on items the commission needs to review annually.
- Inform the Commission of City Council actions and discussion of economic development related issues.

Clerk's Office

- Aid Staff in compiling packet materials and print/distribute them to the Commission.
- Aid Staff and Chair in setting the agenda.
- Tracking yearly items such as reappointments and elections.
- Help the Commission learn to be more efficient and effective in their meetings.
- Support the Commission's ability to communicate with the Mayor and City Council (through Memorandums, Resolutions, and Ordinances).

