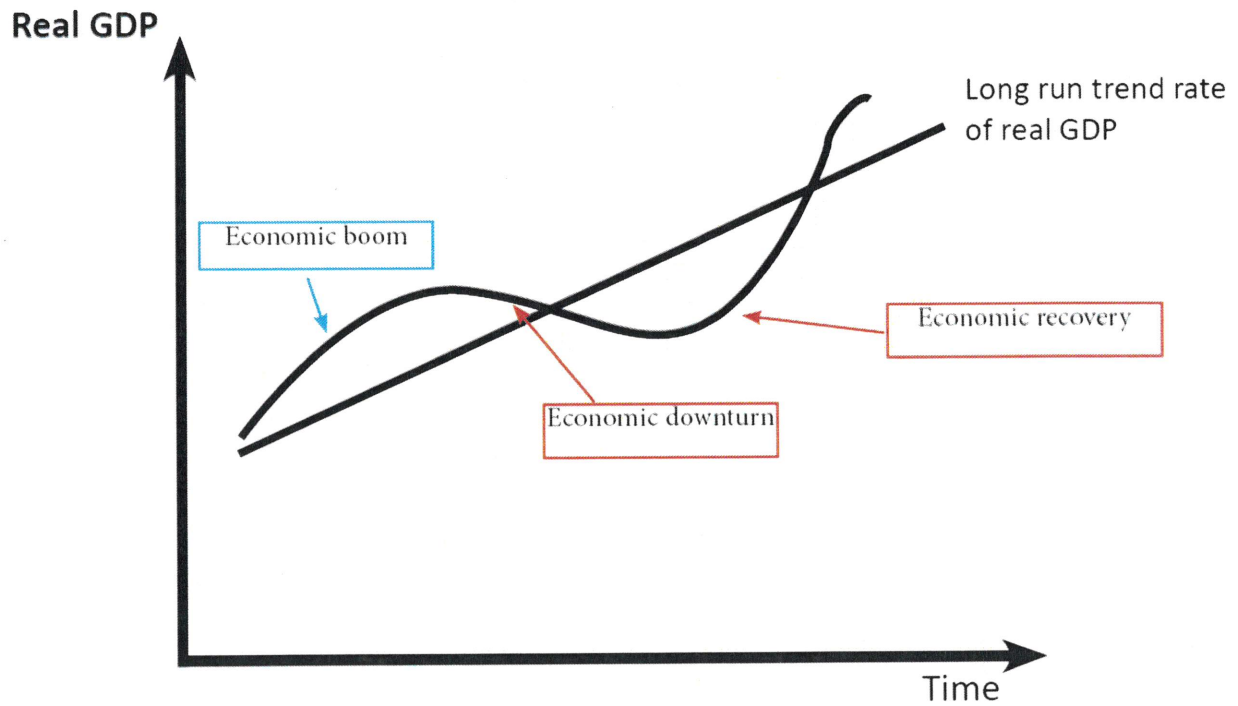


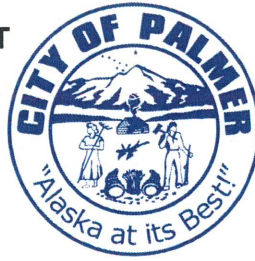


City of Palmer
Board of Economic Development

July 10, 2023



**BOARD OF ECONOMIC DEVELOPMENT
REGULAR MEETING
JULY 10, 2023, 6 P.M.
CITY COUNCIL CHAMBERS
231 W. EVERGREEN AVENUE, PALMER
www.palmerak.org**



CHAIRMAN	Lorie Koppenberg
BOARD MEMBER	Christopher Chappel
BOARD MEMBER	Trisha Sims
BOARD MEMBER	Barbara Hunt
BOARD MEMBER	Janet Kincaid
BOARD MEMBER	SARAH TUDOR
BOARD MEMBER	LOUIS YOUNG

EX-OFFICIO MEMBERS:
CITY MANAGER – John Moosey

AGENDA

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Approval of Agenda
- E. Approval of Minutes of Previous Meetings
- F. Reports
 - 1. Manager/Staff Report
 - a. Discussion of PMC 2.18 & 2.30, Board of Economic Development enacting legislation.
- G. Audience Participation
- H. Unfinished Business
 - 1. Committee of the Whole: Discuss IM 23-001, Palmer's 2022 Economic Development Strategic Plan – 2023 Update and Work Plan Update (note: action may be taken by the board following the committee of the whole)
- I. New Business
- J. Board Member Comments
- K. Adjournment



Reports

Chapter 2.18

BOARDS AND COMMISSIONS GENERALLY

Sections:

- 2.18.010** Board and commission creation.
- 2.18.020** Member appointment.
- 2.18.030** Membership terms.
- 2.18.040** Officers.
- 2.18.050** Board or commission termination.

2.18.010 Board and commission creation.

All boards and commissions shall be established by ordinance of the city council. (Ord. 19-008 § 3, 2019; Ord. 15-019 § 3, 2015)

2.18.020 Member appointment.

- A. Members shall be nominated by the mayor and confirmed by the council.
- B. Mayoral nomination and council confirmation may occur anytime there is a vacancy. (Ord. 19-008 § 3, 2019; Ord. 15-019 § 3, 2015)

2.18.030 Membership terms.

- A. The term of each appointed member shall be three years;
- B. The three-year terms shall commence on January 1st and end December 31st or until a successor is appointed and qualified;
- C. Terms shall be staggered by the appointment of initial members for lesser terms so that as nearly as possible a pro rata number of members are appointed each year;
- D. A person appointed to fill a vacancy shall serve the remainder of the previous member's term. (Ord. 19-008 § 3, 2019; Ord. 15-019 § 3, 2015)

2.18.040 Officers.

- A. Each board or commission shall have a chair and vice chair.
- B. The chair and vice chair are selected and appointed from and by the appointive members during the first regular meeting of each calendar year.
- C. If a chair or vice chair vacancy occurs, the appointive members shall select a new chair or vice chair during the next regular meeting following the vacancy. (Ord. 19-008 § 3, 2019; Ord. 15-019 § 3, 2015)

2.18.050 Board or commission termination.

The council may terminate a board or commission in the same manner as it was created. (Ord. 19-008 § 3, 2019; Ord. 15-019 § 3, 2015)

The Palmer Municipal Code is current through Ordinance 22-008, passed October 11, 2022.

Disclaimer: The city clerk's office has the official version of the Palmer Municipal Code. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

[City Website: www.palmerak.org](http://www.palmerak.org)

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Chapter 2.30

BOARD OF ECONOMIC DEVELOPMENT

Sections:

- 2.30.005 Purpose.**
- 2.30.010 Creation.**
- 2.30.020 Duties.**
- 2.30.040 Compensation.**
- 2.30.050 Staff assistance to board.**
- 2.30.060 Quorum.**
- 2.30.070 Board chair.**
- 2.30.080 Meetings.**
- 2.30.090 Public meeting notification.**
- 2.30.100 Meetings – Rules of proceedings.**
- 2.30.110 Audience participation.**
- 2.30.120 Agenda and agenda packets.**
- 2.30.125 Order of business.**
- 2.30.130 Voting.**
- 2.30.140 Cause for removal.**
- 2.30.150 Conflict of interest.**

2.30.005 Purpose.

A. The purpose of the city of Palmer board of economic development is to develop a policy for the city of Palmer economic development plan based upon city council consideration. The plan is a statement of goals and objectives to guide the city in its provision of long-term, permanent employment opportunities, enhancement of the quality of life for city residents, highest and best land use, and maximum development of natural resources. The plan will describe the economic condition of the city and identify potential economic development areas.

B. The board shall also advise the city council on economic development issues. (Ord. 19-009 § 3, 2019; Ord. 08-004 § 3, 2008)

2.30.010 Creation.

A. There is created a city board of economic development which shall consist of seven members.

B. Membership should include a varied representation from categories such as, but not limited to, business, tourism, industry, education, finance, health care and the general public interest.

C. By 2022, at least two members shall reside within city limits. (Ord. 19-009 § 3, 2019; Ord. 15-019 § 7, 2015; Ord. 08-004 § 3, 2008)

2.30.020 Duties.

The board shall:

- A. Prepare a city of Palmer economic development plan.
1. The plan shall be updated annually and submitted to the council for consideration.
 2. The economic development plan and strategy shall be consistent with the city council policies and the city's comprehensive plan.
 3. The major components of the plan are:
 - a. Factual data to assure that city residents understand the current development situation as a base upon which to make decisions;
 - b. Identification of community visions and potentials (such as resources or location) that can be the basis for economic development;
 - c. Establishment of goals and intermediate objectives to point the direction of development activities, and upon which to measure progress toward satisfying long-term goals;
 - d. A strategy for development – an implementation plan of activities necessary to accomplish the city's stated goals and objectives.
 4. The plan shall encourage activities that:
 - a. Provide long-term benefits, quality of life, increased efficiencies and economies in public service, and increased permanent private sector employment to the residents of the city by strengthening and diversifying the present economic bases and encouraging and supporting new activities;
 - b. Have positive effects on the revenue and fiscal conditions of the city and do not impose burdensome costs to the taxpayer in excess of their positive effects.
 5. The plan must recognize and support the city council's policy statement that government does not produce wealth but instead supports the private sector's efforts to advance and promote commerce.
- B. Provide for research, public input, collect, analyze and disseminate information to the city council to evaluate economic development opportunities and strategies.

C. Identify impediments to economic development in the city of Palmer area imposed by all influences, such as government at all levels, and lack of transportation and energy systems necessary to support business and industry. (Ord. 19-009 § 3, 2019; Ord. 08-004 § 3, 2008)

2.30.040 Compensation.

A. Each board member shall receive \$50.00 per regular and special meeting attended in person or by teleconference.

B. A board member may decline compensation by completing the form required as provided by the city clerk. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 3, 2014; Ord. 14-008 § 3, 2014; Ord. 08-004 § 3, 2008)

2.30.050 Staff assistance to board.

A. The city manager, or designee, shall assist the board and will be the regular technical advisor of the board, but shall not have the power to vote.

B. City staff shall provide a recording clerk to the board. The recording clerk shall keep a record of board proceedings. (Ord. 19-009 § 3, 2019; Ord. 08-004 § 3, 2008)

2.30.060 Quorum.

A quorum shall be made up of four members and be required to conduct a meeting, except that less than a quorum can adjourn a meeting to another time or date. (Ord. 19-009 § 3, 2019; Ord. 08-004 § 3, 2008)

2.30.070 Board chair.

A. The chair shall preside at all board meetings and may participate in the debate and vote on any matter.

B. In the absence of the chair, the vice chair shall exercise all the powers of chair. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 4, 2014; Ord. 08-004 § 3, 2008)

2.30.080 Meetings.

A. *Public Participation.* All meetings are open to the public and the public shall have the reasonable opportunity to be heard.

- B. *Regular Meetings.* Regular board meetings shall be held at least quarterly on the first Monday of each month beginning at 6:00 p.m. in the city council chambers, unless otherwise designated by the board.
- C. *Special Meetings.* A special board meeting may be held at the call of the chair, any two members of the board, or the city manager. No business shall be transacted at any special meeting except that which is specifically stated in the meeting notice.
- D. *Teleconferencing.*
1. A board member who will be absent from a meeting may participate in and vote at the meeting by teleconference under the following circumstances:
 - a. Reasonable technical capabilities are available at the meeting location to allow the member to participate by teleconference, to include being able to hear and engage in discussion, and being audible to all persons participating in the meeting;
 - b. Prior to the meeting reasonable efforts are made to ensure that the member participating by teleconference is provided with the meeting agenda and other pertinent documents to be discussed and/or acted upon. Access to the agenda and documents from the city's website will be considered sufficient access; and
 - c. All votes taken at the meeting are by roll call.
 2. Board members may not use teleconferencing as a regular form of participating in meetings.
 3. Board members shall provide the chair and board's technical advisor with at least 24 hours' notice of their intent to participate in a meeting via teleconference and provide sufficient contact information for purposes of setting up the teleconference, unless another length of time for notice is agreed upon by the board's technical advisor.
 4. Board members are responsible for any charges incurred due to their participation in a meeting via teleconference.
 5. The chair may participate in meetings by teleconference but shall not act as presiding officer of the meeting.
- E. *Adjournment.* The board shall adjourn not later than 10:00 p.m. and may not reconvene any earlier than 9:00 a.m. the next day. However, by two-thirds consent of the board the meeting may be extended for up to one hour, at which time adjournment is mandatory.
- F. *Minutes.* Minutes shall be kept of the board's proceedings. The minutes shall record the vote of each member upon every question. Every decision or finding shall immediately be filed in the city clerk's office and shall be a public record open to inspection by any person. Minutes shall be kept in accordance with best practices to ensure permanent retention of the record of proceedings and maintained in accordance with applicable local and state laws.

G. *Report to the Council.* The board shall report at least biannually to the city council on board objectives and performance. (Ord. 21-019 § 3, 2021; Ord. 19-009 § 3, 2019; Ord. 14-010 § 3, 2014; Ord. 11-001 § 3, 2011; Ord. 10-007 § 3, 2010; Ord. 08-004 § 3, 2008)

2.30.090 Public meeting notification.

A. All public notices must include the date, time and place of a meeting.

B. *Regular Meeting.* Public meeting notification shall be by means of publishing the agenda on the city's website five days prior to a regular meeting.

C. *Special Meeting.* Public meeting notification shall be by means of publishing the agenda on the city's website five days prior to a special meeting. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 5, 2014; Ord. 10-007 § 4, 2010; Ord. 08-004 § 3, 2008)

2.30.100 Meetings – Rules of proceedings.

Meetings shall be conducted under the current edition of Robert's Rules of Order, Newly Revised Edition. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 6, 2014; Ord. 08-004 § 3, 2008)

2.30.110 Audience participation.

All presentations to the board shall be limited to three minutes per person, five minutes per group and also limited to a total time of not more than 30 minutes, unless the limitations are enumerable, in which case the presiding officer may set reasonable limits. (Ord. 19-009 § 3, 2019; Ord. 08-004 § 3, 2008)

2.30.120 Agenda and agenda packets.

A. The agenda for each meeting shall be prepared by the city manager, or designee, after consultation with the chair. The agenda shall include any discussion item requested in writing and signed by the chair or two board members. The request shall be made to allow the time frames of PMC [2.30.090](#).

B. The city manager, or designee, shall attempt to notify each board member at least 48 hours prior to a regular meeting. Notification shall be by means of a packet including information on the time and place of meeting and the agenda. Whenever practicable, minutes of the previous meeting and other background material pertinent to the agenda shall be included in the packet. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 7, 2014; Ord. 08-019 § 3, 2008; Ord. 08-004 § 3, 2008)

2.30.125 Order of business.

At every regular meeting, the order of business shall be as follows:

- A. Call to order;
- B. Roll call;
- C. Pledge of allegiance;
- D. Approval of agenda;
- E. Approval of minutes of previous meetings;
- F. Reports;
- G. Audience participation;
- H. Unfinished business;
- I. New business;
- J. Board member comments;
- K. Adjournment. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 8, 2014)

2.30.130 Voting.

- A. The chair shall declare all votes; but if any member doubts a vote, the chair, without further debate upon the question, shall request a roll call vote and the chair shall declare the result.
- B. The vote upon all matters considered by the board shall be taken by yes/yea or no/nay votes which shall be entered into the record, except that when the vote is unanimous, it shall be necessary only to so state.
- C. Every member present shall vote, unless the member is recused due to a declaration of conflict of interest as stated in PMC [2.30.150](#).
- D. The affirmative vote of at least four members shall be required for official action of the board. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 9, 2014; Ord. 08-004 § 3, 2008)

2.30.140 Cause for removal.

- A. A board seat shall become vacant upon the occurrence of any of the following:
 - 1. Expiration of the term of office;

2. Death of the board member;
 3. Resignation approved by the council;
 4. Ceasing to possess the required eligibility qualifications to be a board member;
 5. Conviction of a felony involving moral turpitude;
 6. Judicial determination that the board member is of unsound mind;
 7. No longer physically resides in the city if it was a requirement of a member's appointment; and
 8. Other just cause for removal, as determined by a majority vote of the city council.
- B. In addition, a board member may be removed by the council if, during any 12-month period while in office:
1. The board member is absent from three meetings without excuse; or
 2. The board member is absent from six meetings.
 3. Absence from a meeting for good and sufficient cause shall be provided to the chair and board's technical advisor prior to the meeting. The board will determine if the good or sufficient absence is considered excused or unexcused by means of consent of the board. The absence will be presumed unexcused if notification of the absence is not received prior to the meeting. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 10, 2014; Ord. 10-007 § 5, 2010; Ord. 08-004 § 3, 2008)

2.30.150 Conflict of interest.

- A. A board member shall declare a substantial financial interest the member has in an official action prior to discussion and vote on the matter;
- B. The chair shall rule on the request to be excused from discussion and vote;
- C. The decision of the chair on the request may be overridden by a majority vote of the board and shall be decided without debate. (Ord. 19-009 § 3, 2019; Ord. 14-016 § 11, 2014)

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Unfinished Business



RECOMMENDATIONS FROM BOARD OF
ECONOMIC DEVELOPMENT TO
CITY COUNCIL

2022 CITY OF PALMER

ECONOMIC DEVELOPMENT GOALS

Community Economic Development Goals

Goal 1 ... Strengthen Palmer's position as the preferred location as the Matanuska-Susitna Borough's institutional and utility co-operative hub.

Goal 2 ... Encourage expansion of medical, health-care, technology and research-related economic sectors, and other professional jobs in the Palmer area to make this the medical, health-care and vocational career center for Southcentral Alaska.

Goal 3 ... Strengthen Palmer's role as a retail and professional services hub and as a unique place to shop for residents of Palmer, area residents and visitors.

Goal 4 ... Strengthen Palmer as a tourism destination and hub for travel through the southern Matanuska-Susitna area.

Goal 5 ... Strengthen efforts to improve Palmer's quality of life by supporting Palmer as the agricultural center of the Matanuska-Susitna Valley.

Goal 6... Promote beautification of Palmer's open space and parks.

Goal 7 ... Maintain quality residential neighborhoods and promote a diverse range of quality housing from high density to single family housing which satisfies the needs of all sectors of the housing market.

Goal 8 ... Provide the necessary public infrastructure to support and retain existing industrial uses and expand industrial development within the community.

Goal 9 ... Palmer remains and continues to grow as the industrial education and career center of the Matanuska-Susitna Borough.

Goal 10 ... Continue to develop and market the municipal airport to maximize its economic benefit to the community.

Goal 11 ... Increase marketing of Palmer and its diverse attractions, events and location.

Goal 12... Create a business-friendly environment for commerce and industry.

Goal 13...Review Economic Development Plan Each August and prepare report on progress in implementing Goals and Objectives

Goal 14... Study the feasibility of annexing property into the city limits to prepare for future commercial and industrial growth and to preserve the character of the community.

Economic Development Strategic Plan Update 2022

Goal 1 ... Strengthen Palmer's position as the preferred location as the Matanuska-Susitna Borough's institutional and utility co-operative hub.

Objective A – Maintain existing institutions and secure new institutions by developing an action plan with the Matanuska-Susitna Borough and the Matanuska-Susitna School District, Job Corps, the University, state agencies and Justice System to determine and pursue a very specific list of action items necessary to meet their long-term needs.

Objective B – Develop an action plan with the Hospital, Clinics, and other health-care providers to determine and pursue a very specific list of action items necessary to meet their long-term needs.

Goal 2 ... Encourage expansion of medical, health-care, technology and research-related economic sectors, and other professional jobs in the Palmer area to make this the medical, health-care and vocational career center for Southcentral Alaska.

Objective A – Promote the Palmer area as a hub of higher education by working with the University of Alaska, Alaska Pacific University and other educational institutions to increase the number of highly trained medical and health care specialist and technology and research related specialist who are available in the community.

1. Determine what new programs might be developed in the Palmer area, and how the City might help these institutions to expand.
2. Encourage the development of learning opportunities in medical and healthcare fields at local institutions of higher learning and the Mat-Su Regional Medical Center.

Objective B - Market the community to desired businesses, including technology and research-based businesses, and professional businesses such as law, medicine and veterinary science.

Goal 3 ... Strengthen Palmer's role as a retail and professional services hub and as a unique place to shop for residents of Palmer, area residents and visitors.

Objective A – Work with the Planning & Zoning Commission to provide space for commercial expansion through the development of a new central business zoning district or zoning overlay.

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Objective B – Promote Palmer as a more attractive retail and professional service destination.

Objective C – Actively pursue infrastructure improvements and identify areas appropriate for developing new areas and redeveloping vacant properties for commercial general development.

Objective D – Identify need and options for effective public parking in downtown and within the city.

1. Resolve fee in lieu of formula and parking waiver issues.
2. Examine interest in forming Special Assessment District or Business Improvement District.

Goal 4 ... Strengthen Palmer as a tourism destination and hub for travel through the southern Matanuska-Susitna area.

Objective A – Preserve, improve and celebrate Palmer’s historic character; develop design guidelines for the historic district.

Objective B – Support efforts to improve and promote community attractions, including cultural facilities and multiple trails systems. Improve linkages between attractions. Evaluate the opportunities and threats of promoting theme rail excursions into Palmer.

Objective C – Build on the success of existing community events, including the Alaska State Fair.

Objective D – Support efforts to attract more team sports activities, sporting events and outdoor activities in and around Palmer.

Objective E – Establish, improve and maintain city-wide parks and recreation facilities and programs.

Objective F – Discuss and study the possibility of a permanent Friday Fling/Farmer’s Market area as well as a public stage.

Goal 5 ... Strengthen efforts to improve Palmer’s quality of life by supporting Palmer as the agricultural center of the Matanuska-Susitna Valley.

Objective A - Promote distribution, awareness of, and sales of local agricultural products.

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Objective B - Promote and expand farmers' market opportunities within the city limits and the greater Palmer area.

Objective C - Collaborate with state funded organizations and the agricultural community to promote Alaska Grown products.

Objective D - Open dialogue with the agricultural community to promote agricultural products and agricultural heritage.

Goal 6... Promote beautification of Palmer's public open space and, open space, and parks and facilities.

Objective A – Public Safety.

Objective B – Library and City Hall

Objective CA— Establish, improve, and maintain neighborhood parks and recreation facilities and programs.

Goal 7 ... Maintain quality residential neighborhoods and promote a diverse range of quality housing from high density to single family housing which satisfies the needs of all sectors of the housing market.

Objective A - Encourage a diverse range of quality housing, from attractive higher density housing to housing for a more rural setting.

Objective B - Encourage new housing developments to have adequate access to transportation, employment opportunities, services, and social and support networks.

Objective C – Encourage infill development and higher density housing and prepare new zoning standards and design guidelines to ensure higher density housing is high quality.

Objective D – Encourage the development of areas for single family housing appealing to the upper end of the housing market.

Objective E – Encourage rehabilitation of older residential structures.

Objective F – Promote continued development and maintenance of high quality elder care facilities and senior citizen campuses in Palmer.

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Objective G – Review code enforcement process and provide a report with recommended actions to City Council on a quarterly basis to gain prospective of property owners and residents understanding and compliance with city standards to protect the long-term stability of neighborhoods and Palmer’s economic vitality.

Goal 8 ... Provide the necessary public infrastructure to support and retain existing industrial uses and expand industrial development within the community.

Objective A – Review and identify logistical, environmental and other beneficial resources in the Palmer area available to attract new technology industries and prepare a map of existing utility lines and anticipated utility network expansions that serve developable property in the Palmer area.

1. Develop a survey questionnaire to determine what industrial sector needs to invest and develop in Palmer.

Objective B – Review current infrastructure master plans to ensure they place a priority on maintaining effective municipal services.

Objective C – Ensure that adequate areas are identified within the city for industrial growth.

Goal 9 ... Palmer remains and continues to grow as the industrial education and career center of the Matanuska-Susitna Borough.

Objective A – Promote vocational, aviation, technical and career training centers and opportunities within the greater Palmer area to prepare individuals for a global marketplace.

Goal 10 ... Continue to develop and market the municipal airport to maximize its economic benefit to the community.

Objective A – Promote the Palmer Municipal Airport as a site for air taxis, aircraft maintenance and repair companies, flight schools, and aircraft rental and leasing businesses.

Objective B - Operate the Airport in a balanced manner, and as an integrated function of the whole community. Activities of the airport which generate revenue to the City

Economic Development Strategic Plan Update 2022

are desirable, however, not at the risk of diminishing the quality of life for the residents of the City.

Goal 11 ... Increase marketing of Palmer and its diverse attractions, events and location.

Objective A - Collaborate with the Palmer Visitors Center, the Greater Palmer Chamber of Commerce, the Mat-Su Visitors and Convention Center, and other organizations to actively promote Palmer.

1. Develop multimedia promotional material showcasing the attributes of Palmer as a business friendly, geographically key location.
2. Budget funding for development and publish quality brochure for Palmer as a marketing tool.

Objective B - Work to maintain and improve Palmer's quality of life. Continually enhance hiking and biking trails, parks, health care resources, downtown upgrades, etc.

Objective C – Continue to develop and promote the city owned Golf Course, Community Center (Depot), and MTA Events Center as economic factors.

Goal 12... Create a business friendly environment for commerce and industry.

Objective A – Implement online business transaction with the City, for example electronic filing of sale tax.

Goal 13...Review Economic Development Plan Each January and prepare report on progress in implementing Goals and Objectives.

Goal 14... Study the feasibility of annexing property into the city limits to prepare for future commercial and industrial growth and to preserve the character of the community.

Objective A – Develop an annexation document that clearly explains pros and cons of annexation.

Objective B – Consider where future annexation should logically occur.

Objective C – Prepare transition plan regarding potential future zoning.

Economic Development Strategic Plan Update 2022

Objective D – Study and make recommendations regarding new proposed zoning districts:
Central Business District and Highway Commercial District.

Goal 15... Acknowledge and consider Palmer's unique connectivity and pedestrian access with all existing and future developments.