



## Palmer Board of Economic Development

April 5, 2021

Agenda Packet



**BOARD OF ECONOMIC DEVELOPMENT  
REGULAR MEETING  
APRIL 5, 2021 6 P.M.  
CITY COUNCIL CHAMBERS  
231 W. EVERGREEN AVENUE, PALMER  
[www.palmerak.org](http://www.palmerak.org)**



CHAIRMAN	Dusty Silva
BOARD MEMBER	Christopher Chappel
BOARD MEMBER	Barbara Hunt
BOARD MEMBER	Lorie Koppenberg
BOARD MEMBER	Ronalee Moses
BOARD MEMBER	Peter Christopher
BOARD MEMBER	Janet Kincaid

EX-OFFICIO MEMBERS:  
CITY MANAGER – John Moosey

## **AGENDA**

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Approval of Agenda
- Pg. 5 E. Approval of Minutes of Previous Meetings
  - 1. Regular Meeting of January 4, 2021
- F. Reports
- G. Audience Participation
- Pg. 13 H. Unfinished Business
  - 1. Committee of the Whole: Discuss IM-21-002, Tourism and Local Events (note: action may be taken by the board following the committee of the whole)
- I. New Business
- J. Board Member Comments
- K. Adjournment

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## Minutes

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BOARD OF ECONOMIC DEVELOPMENT  
CITY OF PALMER, ALASKA

REGULAR MEETING  
MONDAY, JANUARY 4, 2021  
6:00 P.M. - COUNCIL CHAMBERS

**A. CALL TO ORDER:**

The regular meeting of the City of Palmer Board of Economic Development was called to order by Chair Silva at 6:00 p.m.

**B. ROLL CALL:**

Present and constituting a quorum were Board Members:

Dusty Silva, Chair	Christopher Chappel (via teleconference)
Peter Christopher (via teleconference)	Janet Kincaid
Barbara Hunt (via teleconference)	Ronalee Moses (via teleconference)

Absence(s) excused without objection:

Lorie Koppenberg, Vice Chair

Also present were:

Brad Hanson, Community Development Director  
Pam Whitehead, Recording Secretary (via teleconference)

**C. PLEDGE OF ALLEGIANCE:** The Pledge was led by Board Member Kincaid.

**D. ORGANIZATION OF THE BOARD:**

1. Election of Chair:

Following nomination and acceptance:

**Main Motion: To elect Dusty Silva to serve as Chair for the ensuing term.**

Moved by:	Kincaid
Seconded by:	Hunt
Vote:	6 Yes/0 No – Moses, Kincaid, Christopher, Hunt, Chappel, Silva <i>Absent: Koppenberg</i>
Action:	Motion Carried unanimously by roll call vote.

2. Election of Vice Chair:

Following nomination and acceptance:

**Main Motion: To elect Ronalee Moses to serve as Vice Chair for the ensuing term.**

Moved by:	Kincaid
Seconded by:	Christopher
Vote:	6 Yes/0 No – Moses, Kincaid, Christopher, Hunt, Chappel, Silva <i>Absent: Koppenberg</i>
Action:	Motion Carried unanimously by roll call vote.

**E. APPROVAL OF AGENDA:**

The Agenda was unanimously approved as presented by all members present. There were no objections.

[Moses, Kincaid, Christopher, Hunt, Chappel, Silva; *Absent: Koppenberg*]

**F. MINUTES OF PREVIOUS MEETING:**

The Minutes of the **November 2, 2020 Regular Meeting** were unanimously approved as presented by all members present. There were no objections.  
[Moses, Kincaid, Christopher, Hunt, Chappel, Silva; *Absent:* Koppenberg]

**G. REPORTS:**

1. Manager/Staff Report:

Director Hanson:

- Reported status on a number of items going on at the City – still working hard on annexation;
- Community and Economic Analysis – nothing has been presented as of yet; the consultants are working on it; expects it to be presented in middle to late January (via Zoom plus In-Person Meetings at the Depot);
- Discussed the annexation online survey – will be developing a strategy to talk about some of the issues presented in the survey;
- Reported on the status of the COVID Grant money;
- Described the new sound system for meetings in Council Chambers (both audio and video will be recorded).
- Responded to questions regarding the annexation study meetings.

**H. AUDIENCE PARTICIPATION:** There was no audience present.

**I. UNFINISHED BUSINESS:**

**Main Motion: To enter Committee of the Whole for open and ease of discussion on the stated Unfinished Business items IM 21-001, IM 21-002, IM 21-003, and IM 21-004.**

Moved by:	Kincaid
Seconded by:	Chappel
Vote:	6 Yes/0 No – Moses, Kincaid, Christopher, Hunt, Chappel, Silva <i>Absent:</i> Koppenberg
Action:	Motion Carried by roll call vote.

[The Commission entered Committee of the Whole at 6:25 p.m.; exited at 7:12 p.m.]

1. Committee of the Whole: Discuss **IM 21-001**, City of Palmer Commercial Districts (note: action may be taken by the Board following the committee of the whole.)

Director Hanson provided a staff report regarding status of the proposed Central Business District (CBD) establishing consistent procedures and standards for the traditional downtown within the city of Palmer. For the Board’s review is proposed Ordinance 21-0XX enacting 17.30 Central Business District. (packet p. 14). The proposed ordinance will be introduced at the January 12, 2021 City Council meeting.

Topics briefly discussed in committee of the whole:

- Intent of the CBD and land uses.

2. Committee of the Whole: Discuss **IM 21-002**, Tourism and Local Events (note: action may be taken by the Board following the committee of the whole.)



Chair Silva reported the Board needs to set a date for discussion related to tourism and other local events.

Following discussion, IM 21-002 *Tourism and Local Events* will be scheduled for discussion at the BED April 5, 2021 meeting, under Unfinished Business. There were no objections.

3. Committee of the Whole: Discuss **IM 21-003, Railroad Tracks** and more effective use of that area, including Farmers Market, Community Stage area and parking (note: action may be taken by the Board following the committee of the whole.)

Director Hanson reported that upon completion the Downtown Palmer Brownfield Area-Wide Plan Final Report was not received prior to COVID. Part of the Plan talks about activities in the railroad right-of-way and some of the improvements that the Borough saw as realistic to be able to utilize this space short term. The BED should begin discussion about the economic and community impact of the railroad corridor in Palmer.

Following brief discussion, IM 21-003 *Railroad Tracks Utilization*, will be scheduled for discussion at the BED August 2, 2021 meeting. There were no objections.

- Board Member Kincaid suggested contacting the Committee to Restore the Railroad or maybe the committee on 557 to invite their input.
- Board Member It was also suggested to involve the Palmer Chamber for their input related to Farmer's Market and Friday Flings.
- Board Member Hunt suggested also inviting input from the Grow Palmer group.

4. Committee of the Whole: Discuss **IM 21-004, Annexation Strategies** (note: action may be taken by the Board following the committee of the whole.)

Director Hanson encouraged the Board to be alert for the open houses coming in January, 2021; he will communicate that with stakeholders and specifically this Board. Also, there will be a Joint Meeting between Planning & Zoning and City Council for the final presentation of the Report, probably in early March.

Following brief discussion, it was decided to hold off scheduling BED discussion on this topic until after the final presentation in March.

[The Board exited Committee of the Whole without objection at 7:12 p.m.]

## J. NEW BUSINESS:

**Main Motion: To enter Committee of the Whole for open and ease of discussion on the stated New Business item IM 21-005.**

Moved by:	Kincaid
Seconded by:	Chappel
Vote:	6 Yes/0 No – Moses, Kincaid, Christopher, Hunt, Chappel, Silva <i>Absent:</i> Koppenberg
Action:	Motion Carried by roll call vote.

[The Commission entered Committee of the Whole at 7:12 p.m.; exited at 7:45 p.m.]

1. Committee of the Whole: Discuss **IM 21-005**, Palmer's Economic Development Strategic Plan – 2021 Update and Work Plan Update (note: action may be taken by the Board following the committee of the whole.)

Director Hanson provided a staff report directing attention to the packet for IM 21-005, Annual Update of Palmer's Economic Development Plan. The BED reviews and updates the Plan annually and presents to the City Council at the CC/BED joint meeting. As soon as the 2020 census is available, it will be appended to the Economic Development Plan.

Discussion topics while in committee of the whole included:

- How telecommuting/teleconferencing/video-conferencing can play a role in Palmer's economic development; more people working from home, not having to commute, have more availability of time to be part of the community, shop, eat, and do business in Palmer.
- Suggestion to add an objective re same under Goal 2 or 11.
- Suggestion to postpone and do further research and discuss at the CC/BED joint meeting.
- Caution against Open Meetings Act violation – Board members should send any research or comments through Director Hanson, who will share it with the whole board.

[The Board exited Committee of the Whole without objection at 7:45 p.m.]

#### **K. BOARD MEMBER COMMENTS:**

##### **Board Member Kincaid:**

- Commented appreciation for the good and informative meeting;
- Thanked the City for the distribution of funds to the brick and mortar businesses in these troubled times; it is her sincere hope that we be able to open up soon for tourism, believes Palmer has greatly benefited from the heavy regulations in Anchorage.

##### **Board Member Chappel:**

- Commented thank you for the good meeting; appreciates the work being done and looks forward to the next one.

##### **Board Member Hunt:**

- Also thought it was a good meeting; misses seeing everybody; thank you to Director Hanson for always being ready to answer questions and the good work he is doing.

##### **Board Member Moses:**

- Commented she is looking forward to taking a more active role as the Vice Chair and thanked the Board for the opportunity;
- Appreciated Board Member Hunt's comments and insight regarding connectivity and bringing it to our attention; that it gives the Board a good focus moving forward this year.

##### **Board Member Christopher:**

- Also thought it was good meeting.

##### **Chair Silva:**

- Discussed the idea of requesting the City Council add a non-voting position to this Board that would be whoever held the position of Executive Director of the Palmer Chamber of Commerce to help

facilitate the business of this Board. Director Hanson will look into it.

- Thanked everyone and looks forward to another year serving on on the Board.
- Urged everyone to check out the new City of Palmer website.

**L. ADJOURNMENT:**

There being no further business, the meeting adjourned without objection at 8:46 p.m.

**APPROVED by the Board of Economic Development the 5th day of April, 2021.**

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Dusty Silva, Chair

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Brad Hanson, Community Development Director

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**Unfinished  
Business**

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**CITY OF PALMER  
BOARD OF ECONOMIC DEVELOPMENT  
INFORMATION MEMORANDUM 21-002**

**SUBJECT:** Tourism and Local Events

**AGENDA OF:** April 5, 2021

The Board of Economic Development chose as a strategic economic priority Tourism and Local Events. A committee of the whole will be conducted to discuss tourism. A series of questions regarding tourism is included in the packet to facilitate discussion. Also, as a reference a link to City of Palmer website where studies that are related to the discussion can be found.

Included for your reference is the 2021 strategic plan, as updated in January and the Action Plan and Implementation Strategies from East Downtown Palmer Planning Study.

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## Tourism Discussion.

References:

<https://palmermuseum.org/visit-palmer/>

<https://www.palmerak.org/community-development/page/economic-development>

Area-Wide Planning Study

Palmer Urban Revitalization

What images come to mind when you hear the word 'tourism'?

How important is tourism to the City?

What impact do tour operators have on the tourism industry in Palmer?

What impact do independent travelers have on the tourism industry in Palmer?

Do you prefer tourism package tours or do you prefer to plan your own vacations? Why?

What do you think tourism will be like in the future?

What is eco-tourism?

Is there a difference between a tourist and a backpacker?

Is Palmer the Gateway to Hatcher Pass? Why?

Should Palmer embrace motorized tourism?

What are the drawbacks of tourism?

How do local events benefit Palmer?

How can the City support local tourism?

How much money does the City spend on tourism a year?

How many of you have been to the "Visit Palmer Website"?

How should the City of Palmer prioritize tourism spending?

Does the Matanuska River represent a tourism opportunity?

How does a fully connected non-motorized trail system in downtown Palmer effect tourism?

What should be a priority from the East Downtown Palmer plan?

What is the biggest tourist destination in Palmer?

If you could create a tourism slogan for the City, what would it be?

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# CHAPTER 5: ACTION PLAN AND IMPLEMENTATION STRATEGIES

5.1 Implementation Overview

5.2 Action Plan

5.3 Potential Fundings Sources



## 5.1 - IMPLEMENTATION OVERVIEW

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To prepare a community to proactively engage with rapidly changing trends, it must have an action plan in place to ensure that the City and its local partners take actionable steps towards its redevelopment goals. The project team created a formal Action Plan and identified some preliminary public funding sources that

respond to the individual projects that the community identified through the AWP process. This would be instrumental for the community to realize the vision and redevelopment projects outlined in this AWP document.

## 5.2 - ACTION PLAN

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The project team created an Action Plan to support the community's vision, conceptual plan, and corresponding project list. The Action Plan is organized as a list of six overarching implementation strategies followed by corresponding actions. These are high level recommendations to ensure the AWP projects move forward; the City should develop internal work plans for each action. Table 5.2.a is the Action Plan for East Downtown Palmer. For each implementation strategy, the Action Plan lists actions, the target year, external partners, resources, and detail/components. This Action Plan can guide the City's work plan and budget allocations so that staff takes incremental steps to support redevelopment in the AWP study area.

Table 5.2.a: Palmer AWP Action Plan

Implementation Strategies and Actions	2020	2021	2022	Future	External Partners	Resource Required	Detail / Components
<b>Strategy 1 – Create a supportive regulatory framework (zoning)</b>							
Action 1.a. - Create a new zoning district for the Mat-Maid Block	X				Property Owners	Staff, Budget Allocation	<ul style="list-style-type: none"> <li>• Create new zoning standards <i>Allow light manufacturing and artisan uses</i> <i>Allow mixed-use, commercial, and residential</i> <i>Prohibit drive-through windows, fuel stations, heavy industrial, and new mini-storage warehouse uses</i></li> <li>• Rezone the Mat-Maid Block</li> <li>• Adopt zoning amendments</li> </ul>
Action 1.b. - Amend the P District to support railway corridor	X					Staff, Budget Allocation	<ul style="list-style-type: none"> <li>• Amend P district zoning standards <i>Allow farmer's market, event space, and outdoor performance venues</i></li> <li>• Adopt zoning amendments</li> </ul>
<b>Strategy 2 – Plan for downtown streetscapes and connections</b>							
Action 2.a. - Conduct a feasibility study for the Dogwood Street extension		X			Property Owners, Stakeholders, Alaska Railroad	Staff, Consultant, Budget Allocation	<ul style="list-style-type: none"> <li>• Hire a design firm to study and design a Dogwood Street extension</li> <li>• Explore design/alignment alternatives for the extension</li> <li>• Develop 30% engineering plans for the preferred roadway extension, cross section, and alignment</li> <li>• Develop cost estimates for the extension</li> <li>• Develop an implementation strategy for project development</li> </ul>
Action 2.b. - Plan for parking improvements along rights-of-way, specifically Colony/Valley Way.		X			Property Owners, Stakeholders	Staff	<ul style="list-style-type: none"> <li>• Assess the City's requirements for roadway frontage improvements as part of private development projects</li> <li>• Determine whether changes are needed to ensure downtown streets are upgraded concurrent with private development projects</li> <li>• Examine the feasibility of transportation improvement fees for private development projects</li> <li>• Adopt revisions (if applicable) to the City's frontage improvement requirements</li> </ul>
Action 2.c.- Develop streetscape designs for primary downtown streets		X			Property Owners, Stakeholders	Staff, Consultant, Budget Allocation	<ul style="list-style-type: none"> <li>• Hire a design firm to create cross section details for downtown streets</li> <li>• Create street cross section details <i>Identify the sidewalk widths, configuration, and pavement design</i> <i>Identify tree species and landscaping materials</i> <i>Identify parking location and configuration</i> <i>Identify travel lane widths</i> <i>Plan for bicycle traffic</i></li> <li>• Adopt street cross section details</li> </ul>

Table 5.2.a: Palmer AWP Action Plan

<i>Implementation Strategies and Actions</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>Future</i>	<i>External Partners</i>	<i>Resource Required</i>	<i>Detail / Components</i>
<b>Strategy 3 – Enhance the Historic Depot property</b>							
Action 3.a. - Explore development options for the railway corridor			X		Stakeholders, Alaska Railroad	Staff, Consultant, Budget Allocation Alaska Railroad	<ul style="list-style-type: none"> <li>Identify opportunities for improving Railroad ROW with Ak Railroad</li> <li>Hire a design firm to design railway corridor improvements</li> <li>Identify the building programming, architectural features, and spatial layout</li> <li>Develop Cost estimates for the Farmer's Market Building</li> </ul>
Action 3.b. - Develop plans for a new plaza and children's play area at the Historic Depot			X		Stakeholders	Staff, Consultant, Budget Allocation	<ul style="list-style-type: none"> <li>Hire a design firm to study and design the plaza/ play area</li> <li>Create a steering committee to guide the plaza/ play area design process</li> <li>Explore design alternatives for the plaza/play area</li> <li>Develop 30% construction plans for the plaza/ play area</li> <li>Develop cost estimates and an implementation strategy for the project</li> </ul>
Action 3.c. - Develop a business plan for the Farmer's Market			X		Stakeholders	Staff	<ul style="list-style-type: none"> <li>Negotiate operational, maintenance, and revenue terms of the community partner(s)</li> <li>Identify funding sources for project development and operations</li> <li>Create a business plan for project development, operations, and revenue/profits</li> <li>Adopt a project schedule for project development</li> </ul>
Action 3.d. - Identify a community partner to develop and operate a new Farmer's Market		X			Stakeholders	Staff	<ul style="list-style-type: none"> <li>Advertise for a community partner(s) to develop and operate a new Farmer's Market</li> <li>Create a selection committee to choose the community partner(s)</li> <li>Enter into an official agreement with the community partner(s) and establish roles and responsibilities amongst the entities</li> </ul>
<b>Strategy 4 – Enhance the railway corridor (south of Evergreen)</b>							
Action 4.a. - Explore development options for a new stage				X	Stakeholders	Staff, Consultant, Budget Allocation	<ul style="list-style-type: none"> <li>Hire a design firm to design a stage and outdoor event space</li> <li>Identify the stage programming, architectural features, and orientation</li> <li>Develop cost estimates and an implementation strategy for the project</li> </ul>



Table 5.2.a: Palmer AWP Action Plan

<b>Implementation Strategies and Actions</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Future</b>	<b>External Partners</b>	<b>Resource Required</b>	<b>Detail / Components</b>
Action 4.b. - Develop plans for pathway and landscaping improvements in the railway corridor				X	Stakeholders	Staff, Consultant, Budget Allocation	<ul style="list-style-type: none"> <li>Hire a design firm to study and design pathway and landscaping improvements</li> <li>Create a steering committee to guide the design process</li> <li>Explore design alternatives for the railway corridor; incorporate the stage and outdoor event space into plans</li> <li>Develop 30% construction plans for the railway corridor area</li> <li>Develop cost estimates and an implementation strategy for the project</li> </ul>
<b>Strategy 5 – Proactively support Mat-Maid Block redevelopment</b>							
Action 5.a. - Support developer and business recruitment to the Mat-Maid Block	X				Property Owners, Brokers, Chamber of Commerce	Staff	<ul style="list-style-type: none"> <li>Identify targeted businesses/industries for the Mat-Maid Block and the larger downtown context</li> <li>Adopt a developer and business recruitment plan for the Mat-Maid Block</li> <li>Allow flexibility in zoning code</li> </ul>
Action 5.b. - Explore the feasibility of tax incentives for redevelopment projects		X			Chamber of Commerce, MSB	Staff	<ul style="list-style-type: none"> <li>Identify potential tax incentives that assist private redevelopment projects and targeted industries (e.g., housing, commercial, artisan manufacturing)</li> <li>Engage the City Council to select (if any) tax incentives for redevelopment projects</li> <li>Adopt tax incentive policies (if applicable)</li> </ul>
Action 5.c. - Explore ways to expedite the development review process for redevelopment projects	X					Staff	<ul style="list-style-type: none"> <li>Review the City's development review/permit process and identify areas to expedite City review</li> <li>Partner with other City departments and build consensus on how to expedite the review</li> <li>Amend City code sections (if applicable) that will reduce the development review/permit process</li> </ul>
<b>Strategy 6 – Support brownfield redevelopment</b>							
Action 6.a. - Continue to identify and address brownfield conditions	X				Property Owners, MSB	Staff	<ul style="list-style-type: none"> <li>Work with the Borough to apply for Federal, State, and local grants to assist property owners, prospective purchasers, and developers with securing funds for Phase I/II Environmental Site Assessments (ESAs) and cleanup planning activities.</li> </ul>

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RECOMMENDATIONS FROM BOARD OF  
ECONOMIC DEVELOPMENT TO  
CITY COUNCIL

**2021 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.

**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.

**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.

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

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**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 open space and parks.**

**Objective A** – 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.

**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 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.



## Economic Development Strategic Plan Update 2021

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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.

**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.**



## Upcoming Board of Economic Development Meetings

<b>Meeting Date</b>	<b>Meeting Type</b>	<b>Meeting Time</b>	<b>Notes</b>
August 2, 2021	Regular	6 PM	
October 4, 2021	Regular	6 PM	
November 18, 2021	Regular	6 PM	