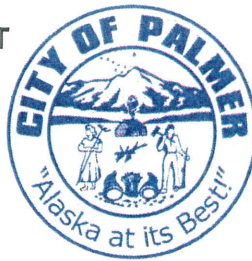


Palmer Board of Economic Development

January 4, 2021

Agenda Packet



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. Organization of the Board
 - 1. Election of Chairperson
 - 2. Election of Vice Chairperson
- E. Approval of Agenda
- Pg. 5 F. Approval of Minutes of Previous Meetings
 - 1. Regular Meeting of November 2, 2020
- G. Reports
 - 1. Manager/Staff Report
- H. Audience Participation
- I. Unfinished Business
 - Pg. 11 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)
 - Pg. 19 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)
 - Pg. 21 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)
 - pg. 23 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)
- J. New Business
 - pg. 27 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)
- K. Board Member Comments
- L. Adjournment

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Minutes

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**BOARD OF ECONOMIC DEVELOPMENT
CITY OF PALMER, ALASKA**

**REGULAR MEETING
MONDAY, NOVEMBER 2, 2020
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	Lorie Koppenberg, Vice Chair (via teleconference)
Christopher Chappel (via teleconference)	Peter Christopher (via teleconference)
Janet Kincaid (via teleconference)	Barbara Hunt (via teleconference)

Absence(s):

Ronalee Moses (Excused without objection)

Also present were:

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

C. PLEDGE OF ALLEGIANCE: The Pledge was performed.

D. APPROVAL OF AGENDA:

Chair Silva noted that some of the items discussed in previous meetings were moved to future dates but because of Covid have yet to be put back on the agenda – 1) IM 20-005 Commercial Districts, 2) IM 20-006 Tourism and Local Events, 3) IM 20-007 Railroad Tracks/use of area.

The Agenda was unanimously approved as amended to place the Discussion items back on a future agenda. There were no objections.

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

E. MINUTES OF PREVIOUS MEETING:

The Minutes of the **July 13, 2020 Special Meeting** were unanimously approved as presented by all members present. There were no objections.

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

F. REPORTS:

1. Manager/Staff Report – There was no staff report.

Chair Silva:

- Reminded that two BED seats, currently held by Board Members Hunt and Moses, will expire on December 31, 2020 and open for reapplication;
- Also, the Chair and Vice Chair elections will be on the agenda for the January, 2021 meeting;
- Solicited topics for future agendas under Board Member Comments.

G. AUDIENCE PARTICIPATION: There was no audience present.

H. UNFINISHED BUSINESS:

Chair Silva recommended selecting a date for the three items of Unfinished Business mentioned earlier (IM 20-005, IM 20-006, IM 20-007) at the January meeting. The next three 2021 meetings are January 4, February 9 (Joint w/City Council), and April 5.

I. NEW BUSINESS:

1. Committee of the Whole: Discuss IM 20-009, Annexation 2020 Strategy and Annexation Study Area (note: action may be taken by the Board following the Committee of the Whole).

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

Moved by:	Kincaid
Seconded by:	Chappel
Vote:	6 Yes 1 Absent (Moses)
Action:	Motion Carried by roll call vote.

[The Commission entered Committee of the Whole at 6:13 p.m.; exited at 7:00 p.m.]

Staff Report: Director Hanson reported that the City Council at its last budget session set a study of annexation as a priority for the City and highlighted the written report (IM 20-009) in the packet; also in the packet is a written slide presentation explaining the Project Purpose, Palmer’s Goals for Annexation, Economic Analysis, Community Analysis, Study Areas, 4 Phases of the Annexation Process, and Local Boundary Commission Criteria. He referred to the Annexation Study done in 2010 (available on the City’s website) and spoke to some the concerns/objections raised by residents that have been addressed between 2010 and 2020, emphasizing that this Study is all prior to any petition being generated. Agnew Beck has been selected to conduct the Study. See website palmerannexstudy.org for the latest information and comment section.

While in Committee of the Whole, the Board had open discussion on the proposed study areas A, B, C, D, E, F, G, mil levy rates, sales tax revenue, and farmland preservation, and what can the BED do in the study process – be active participants in the Community Meetings, Online Community Survey, and other parts of the process.

[The Board exited Committee of the Whole without objection at 7:00 p.m.]

BOARD MEMBER COMMENTS:

Board Member Kincaid:

- Thanked Director Hanson for the good information and for the emphasis on “preliminary.”
- Commented on the wonderful night in Downtown Palmer for Halloween.

Board Member Chappel:

- Also thanked Director Hanson for the information, wished everyone well, and looks forward to the next meeting.

Board Member Hunt:

- Commented on the Annexation Study process;
- Mentioned she was pleased to see the reopening of the Palmer Downtown Deli;
- Commented on the food trucks and film crew showing up in Palmer today;
- Informed she will be reapplying for her seat on the Board.

Board Member Koppenberg:

- Had no comments.

Board Member Christopher:

- Thanked Director Hanson for the information on the Annexation Study, noting the complexity of the process; will be closely watching and asking a lot of questions; wants what is best for the city.
- Encouraged everyone to stay safe.

Chair Silva:

- Commented she felt the meeting went well tonight and will see everyone in January.

K. ADJOURNMENT:

There being no further business, the meeting adjourned without objection at 7:15 p.m.

APPROVED by the Board of Economic Development the 4th day of January, 2021.

Dusty Silva, Chair

Brad Hanson, Community Development Director

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**Unfinished
Business**

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**CITY OF PALMER
BOARD OF ECONOMIC DEVELOPMENT
INFORMATION MEMORANDUM 21-001**

SUBJECT: City of Palmer Commercial Districts

AGENDA OF: January 4, 2021

The Board of Economic Development set the discussion of Palmer's Commercial Districts as a priority for 2020. During the joint meeting of the Planning & Zoning and the Board of Economic Development, creating a highway commercial and downtown commercial zoning district was discussed. The commission determined the most appropriate approach is to create a zoning district for the Downtown Business District.

At the September Planning and Zoning meeting the commission voted unanimously to recommend to City Council to create a Downtown Business Zoning District. The ordinance will be introduced at the January 12, 2021 City Council meeting.

**City of Palmer
Ordinance No. 21-0XX**

Subject: Amending Palmer Municipal Code Title 17 Zoning Creating a Central Business District Within Palmer Municipal Code Title 17, Zoning.


Agenda of: January 12, 2021
0

Council Action: **Adopted** **Amended:** _____
 Defeated

Originator Information:

Originator: Brad Hanson, Director Community Development

Department Review:

Route to:	Department Director:	Signature:	Date:
_____	Community Development		<u>December 22, 2020</u>
_____	Finance	_____	_____
_____	Fire	_____	_____
_____	Police	_____	_____
_____	Public Works	_____	_____

Certification of Funds:

Total amount of funds listed in this legislation: \$ _____

This legislation (√):

- Creates revenue in the amount of: \$ _____
- Creates expenditure in the amount of: \$ _____
- Creates a saving in the amount of: \$ _____
- Has no fiscal impact

Funds are (√):

- Budgeted Line item(s): _____
- Not budgeted

Director of Finance Signature: _____

Approved for Presentation By:

	Signature:	Remarks:
City Manager	_____	_____
City Attorney	_____	_____
City Clerk	_____	_____

Attachment(s):

1. Ordinance No. 21-0XX
2. Map of proposed Central Business District
3. September 17, 2020 Planning and Zoning Commission Minutes

Summary Statement/Background:

During Planning and Zoning Commission's review of PMC Title 17, it became apparent the need to establish consistent procedures and standards for the traditional downtown within the city of Palmer. The central business district is unique and special consideration should be given due to their character, historical importance and the city's economic well-being. The Central Business District (CBD) will assist Palmer to promote and protect the public health, safety, comfort, character, convenience and general welfare in the CBD zoning district while meeting the goals established in the comprehensive plan.

The general purpose of the Central Business District in the city of Palmer is:

1. To allow for the establishment of other appropriate uses which are determined to be compatible with the intent of the district.
2. To promote additional opportunities for investment and reinvestment by allowing higher intensity of development.
3. To promote the integrity of transportation corridors in the town through motorized and nonmotorized access and beautification improvements.
4. To expand opportunities to create high level development through sound land use practices.
5. Encouraging development and redevelopment that contains a compatible mix of residential and nonresidential uses within proximity to each other, rather than separating uses.
6. Promoting flexibility to encourage quality, scale, and character of development consistent with downtown's existing or planned uses.

Administration's Recommendation:

Adopt Ordinance No. 21-0xx enacting Palmer Municipal Code Chapters 17.xx, Central Business District.

LEGISLATIVE HISTORY

Introduced by:

Date:

Public Hearing:

Action:

Vote:

Yes:

No:

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CITY OF PALMER, ALASKA

Ordinance No. 21-0XX

An Ordinance of the Palmer City Council Amending Palmer Municipal Code Title 17 Zoning by enacting 17.30 Central Business District

WHEREAS, the Planning and Zoning Commission proposes and recommends text amendments as necessary to Title 17, Zoning to ensure that the regulations and standards are applicable to the current needs of the community, and;

WHEREAS, the Commission has reviewed and determined enacting Palmer Municipal Code Chapter 17.30 Central Business District overlay zoning district can promote downtown Palmer’s unique character and general welfare, and;

WHEREAS, the Commission has reviewed and discussed Central Business Districts from other similar communities and has drafted code language to allow for the establishment of other compatible uses, and;

WHEREAS, the Commission has determined there is a need to expand opportunities to create high level development through sound land use principals, encouraging development and redevelopment that contains a compatible mix of commercial and residential uses.

THE CITY OF PALMER, ALASKA, ORDAINS:

Section 1. Classification. This ordinance shall be permanent in nature and shall be incorporated into the Palmer Municipal Code.

Section 2. Severability. If any provisions of this ordinance or application thereof to any person or circumstances are held invalid, the remainder of this ordinance and the application to the other persons or circumstances shall not be affected thereby.

Section 3. Palmer Municipal Code Section 17.08 Definitions is hereby amended to include a definition for the Central Business District as follows (new language is underlined, and deleted language is stricken):

17.08.xxx Central Business District.

Central Business District (CBD) means an overlay district created to assist Palmer to promote and protect the public health, safety, comfort, character, convenience and to encourage economic growth in the downtown core both commercially and residentially. The boundaries are those described in PMC 17.30.050 3.

Section 4. Palmer Municipal Code Chapter 17.30 Central Business District is hereby enacted to read as follows:

Sections:

- 17.30.010 Intent.
- 17.30.020 Permitted uses.
- 17.30.025 Compatibility of uses not defined
- 17.30.027 Appeal of Compatibility of use
- 17.30.028 Accessory Uses
- 17.30.030 Conditional uses.
- 17.30.040 Prohibited uses.
- 17.30.050 General provisions.

17.30.010 Intent.

The intent of this chapter is to establish consistent procedures and standards for the traditional downtown in the city of Palmer that is unique or requires additional consideration due to their character, historical importance or importance to the town's economic well-being. The overlay districts will assist Palmer to promote and protect the public health, safety, comfort, character, convenience and general welfare in the Central Business District (CBD) overlay zone while meeting the goals established in the comprehensive plan.

17.30.020 Permitted uses.

Permitted principal uses in the Central Business District (CBD) are:

- A. One single-family dwelling per lot;
 - 1. Accessory Dwelling Unit as an accessory use within the CBD.
- B. Single- or multiple-family dwellings as part of a mixed-use development on and above the second floor or below the ground level of the structure;
- C. Banks and financial services;
- D. Bars and lounges, including wineries, breweries, brewpubs and microbreweries;
- E. Business support services;
- F. Day care centers;
- G. Convenience markets
- H. Commercial communication services;
- I. Fitness centers;
- J. grocery stores;
- K. Furniture, furnishings, and equipment stores;
- L. Libraries and museums;
- M. Microbreweries, brewpubs, and wineries,
- N. Medical offices and clinics;
- O. Nurseries, retail;
- P. Offices, professional, medical, engineering, public;
- Q. Commercial parking lots;
- R. Personal services;
- S. Post offices;
- T. Recreation centers and facilities;
- U. Rental centers, household;
- V. Repair and maintenance, consumer products;
- W. Café and restaurants;
- X. Retail and general merchandise stores;
- Y. Schools, specialized, small;
- Z. Temporary commercial uses and events;
- AA. Theaters and meeting halls with an assembly occupant load of less than 50 persons in each room;
- AB. Veterinary hospitals;
- AC. Telecommunication facility, Telecommunication Facilities;
- AD. Hotels and motels;
- AE. Membership organization facilities;
- AF. Childcare facilities;

AG. Laundry mats, dry-cleaning;

AH. Accessory uses customarily incidental to any of the above uses.

17.30.025 Compatibility of use not defined

A. Where a proposed use is not specifically identified by this ordinance or the ordinance is unclear as to whether the use is allowed in a particular zone, the zoning administrator may find the use is similar to another use that is permitted, allowing conditionally, or prohibited in the Central Business District and apply the ordinance accordingly. Land use rulings that require discretion on the part of the zoning administrator shall be confirmed by the Planning and Zoning Commission at the next regular meeting that allows due public notice.

17.30.027 Appeal of compatibility of use

A. In the event the petitioner disagrees with the confirmation of the planning and zoning they may appeal to the Palmer City council for final city evaluation. Any subsequent appeal will be the Alaska Superior Court, in Palmer Alaska.

17.30.028 Accessory uses.

A. Accessory uses in the Commercial Limited district are as follows:

B. Dwelling units in conjunction with and accessory to the permitted use.

C. Uses customarily incidental to the permitted use.

D. Storage Buildings.

1. Development standards.

2. Building Permits. The building and any accessory structures, such as add-on canopies, stairs, and decks shall comply with building codes. Trailer-type stands that are raised off wheels shall require building permits for adequate tie-downs and skirted with similar materials as principal siding.

3. Signage. All signs will meet the requirements of PMC 14.

4. Setbacks. All structures shall be set back per the requirements PMC; Structures, signs, and parking and maneuvering areas shall not obstruct sight distance.

5. Site Plan. Comply with site plan standards for title 17 PMC.

6. Size Limitations. May not exceed 400 square feet.

7. Placement shall be in rear of primary structure or use

17.30.030 Conditional Uses.

A. The following conditional uses are allowed in the CD district upon the granting of a conditional use permit, in accordance with the provisions of Chapter 17.72 of this chapter, and include:

1. Propane and butane service;

2. Car washes;

3. Crematory;

4. Welding service and supplies;

5. Mental health facility;

6. Residential care facility;

17.30.040 Prohibited uses

A. Connex storage building unless

1. Screened with 6' solid cedar fence, when placed abutting a residential use.

2. Sided with siding of similar material as that of primary structure on lot.

3. Sided or screened when abutting a nonresidential use.

4. Placement shall be in rear of primary structure.

5. Size Limitations. Shall not exceed 200 square feet.

B. Parking or storage of heavy equipment, such as tractors, graders or trucks;

C. Temporary Buildings, except when;

Development Standards.

1. Sites with on-site parking and/or drive-up facilities will require an approved driveway approach with adequate sight distance per Section.

2. Drive-up stacking. Stands with drive-up windows require three (3), eighteen (18) foot-long queuing spaces per window. Fewer spaces may be approved by the responsible official; provided, that a plan is submitted that shows the site has sufficient overflow areas so that traffic will not block streets, sidewalks, or parking lot circulation aisles.
3. Parking. Parking shall meet minimum PMC 17.64.
4. Building Permits. The temporary building and any accessory structures, such as add-on canopies, stairs, and decks shall comply with building codes. Trailer-type stands that are raised off wheels shall require building permits for adequate tie-downs and skirted with similar materials as principal siding.
5. Meet all applicable licensing.
6. Signage. All signs will meet the requirements of PMC 14.
7. Setbacks. All structures shall be set back per the requirements PMC; Structures, signs, and parking and maneuvering areas shall not obstruct sight distance.
8. Site Plan. Comply with site plan standards for title 17 PMC.
9. Size Limitations. May not exceed 700 square feet.

17.30.050 General provisions.

A. Applicability.

1. The overlay district is created as a special area to be superimposed on the underlying districts by approval of the city council as appropriate.
2. Boundaries of the overlay district(s) are shown on the zoning map but may be modified from time to time by the city of Palmer.
3. Land use standards provided herein are intended to supplement those permitted in the Commercial General and Commercial Limited districts and in most cases may be more restrictive than those of the underlying commercial zoning district.
4. Underlying uses of residential districts shall prevail. Wherever there exists a conflict between the requirements of the underlying commercial zoning and those of the overlay district, the requirements for the overlay district shall prevail.
5. The Central Business District is defined as follows:
Beginning at the intersection of the Palmer/Wasilla Highway & the Glenn Highway centerlines, then north along the centerline of the Glenn Highway, then east to the northwest corner of parcel 18N02E32 Lot D9, then east along the north side of parcels 18N02E32 Lot D9, Tract B, Colony Fair, 18N02E32 Lot D8, 18N02E32 Lot D7, then north along the west side of parcel Tract A-1, Colony Fair RSB T/A & C, then east along the north side of said parcel to the centerline of S. Cobb St., then north along the centerline of S. Cobb St., to the centerline of W. Blueberry Ave., then east along the centerline of W. Blueberry Ave., then southeast to the centerline of E. Blueberry Ave., then east along the centerline of E. Blueberry Ave., then crossing over S. Colony Way to continue east along the centerline of E. Blueberry Ave., to the centerline of S. Denali St., then south along the centerline of S. Denali St., to the centerline of E. Cottonwood Ave., then east along the centerline of E. Cottonwood Ave., to the centerline of S. Gulkana St., then south along the centerline of S. Gulkana St., to the southeast corner of Tract A, Arbor Estates, then west along the south property line of Tract A to Lot 4, Block 2, Arbor Estates, then south to the southeast corner of Lot 4, Block 2, Arbor Estates, then west along the south property lines of Lots 4, 3, 2, and 1, Block 2, Arbor Estates, then west to the junction of S. Eklutna & E. Fern Ave., then west along the centerline of E. Fern Ave., to the centerline of S. Chugach St., then north along the centerline of S. Chugach St., to the centerline of E. Fireweed Ave., then west along the centerline of E. Fireweed Ave., to the centerline of S. Colony Way, then south along the centerline of S. Colony Way, then west to the southeast corner of parcel 17N02E04 Lot B4, then west along the south side of said parcel, to the centerline of S. Cobb St., then north along the centerline of S. Cobb St., to the centerline of W. Fern Ave., then west along the centerline of W. Fern Ave., to the centerline of S. Dimond St., then north along the centerline of S. Dimond St., to the centerline of W. Elmwood Ave., then west along the centerline of W. Elmwood Ave., to the junction of W. Elmwood and the Glenn Highway, then north along the centerline of the Glenn Highway to the point of beginning.

B. District Boundaries, Zoning Map. The plan commission shall recommend the boundaries of the overlay districts as part of their establishment. Such boundaries shall be delineated on the zoning map, with the identifying name(s).

C. Lot, Yard, setbacks, and open space requirements. Any lot, yard, or development standards established by an overlay district shall apply as follows:

1. All lot, yard, setback and open space requirements established by an underlying zoning district shall apply unless alternate standards are provided by the overlay district(s).

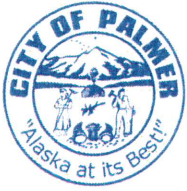
D. Parking. Parking in this overlay district shall be in accordance with provisions of Chapter 17.64

Section 5. Effective Date. Ordinance No. 21-00X shall take effect upon adoption by the City of Palmer City Council.

Passed and approved this ____ day of ____, 2021.

Edna B. DeVries, Mayor

Norma I. Alley, MMC, City Clerk



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

SUBJECT: Tourism and Local Events

AGENDA OF: January 4, 2021

Set a date for discussion of tourism and other local events.

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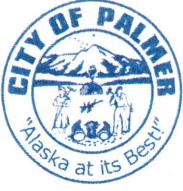
**CITY OF PALMER
BOARD OF ECONOMIC DEVELOPMENT
INFORMATION MEMORANDUM 21-003**

SUBJECT: Railroad Tracks Utilization

AGENDA OF: January 4, 2021

Upon completion of the Downtown Palmer Brownfield Area-Wide Plan approval by the Mat-Su Borough and the Department of Environmental Protection, the BED should begin discussion about the economic and community impact of the railroad corridor in Palmer.

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**CITY OF PALMER
BOARD OF ECONOMIC DEVELOPMENT
INFORMATION MEMORANDUM 21-004**

SUBJECT: Annexation Strategies

AGENDA OF: January 4, 2021

The Community and Economic Analysis for the preparation of an annexation petition by Agnew::Beck is due by March 2021. In January Agnew::Beck will conduct a series of community meetings, one by zoom and another as an open house at the Depot to discuss the community and economic impact of annexation. The financial impacts to city residents and proposed annexation areas will be available prior to these meetings.

Agnew::Beck conducted an online survey during November to identify concerns, expectations, regulatory considerations, and governance between the City and Borough. Results of the survey will be analyzed to determine where code modifications or other regulatory issues could be addressed.

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New Business

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**CITY OF PALMER
BOARD OF ECONOMIC DEVELOPMENT
INFORMATION MEMORANDUM 21-005**

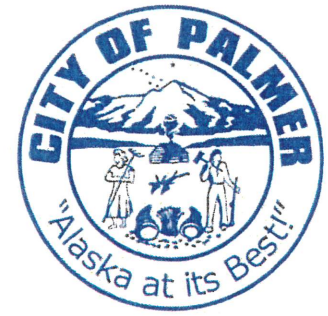
SUBJECT: Annual Update of Palmer's Economic Development Plan

AGENDA OF: January 21, 2021

The BED reviews and updates the City of Palmer's annual Economic Development Plan and then presents to Palmer City Council for consideration during the City Council and Board of Economic Development joint meeting. The plan shall be consistent with City Council policies and the City's Comprehensive Plan. The current plan was originally developed in 2011 with yearly updates and was based on the City of Palmer's Comprehensive Plan's summary of goals for economic vitality.

2020 is a census year, demographic and economic data will be utilized to update the Economic Development Plan when the data becomes available from the US Census. Additionally, on January 9, 2021 the Palmer City Council will meet to set goals and conduct a visioning session for City Strategic Initiatives. Lastly, the Downtown EPA Brownfield Area Wide Plan by Stantec Consulting can assist as an additional resource for development and implementation of Palmer's Economic Development Plan.

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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.

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.

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

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.

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Upcoming Board of Economic Development Meetings

Meeting Date	Meeting Type	Meeting Time	Notes
January 4, 2021	Regular	6 PM	
February 9, 2021	Joint	6 PM	
April 5, 2021	Regular	6 PM	
August 2, 2021	Regular	6 PM	
October 4, 2021	Regular	6 PM	