



Economic Development

The purpose of the Economic Development Element is to establish policies essential to the economic success of the City of Palmdale and its residents. This Element provides policy direction and metrics to grow and diversify the City's economy and promote fiscal sustainability by attracting new businesses and residents, retaining, and nurturing existing industries, and expanding workforce development opportunities.

Topics addressed in this chapter include jobs and workforce development, housing and community amenities, transportation and infrastructure investment and fiscal health.

Statutory Requirements

The State of California does not require a city's General Plan to include an Economic Development Element, however this chapter is consistent with Section 65503 of the State of California Government Code that allows jurisdictions to adopt additional elements that relate to economic development.



1 US Tool Group is a local supply and manufacturing business in Palmdale.

Relevant Plans & Documents

City of Palmdale Strategic Plan (2019/2020):

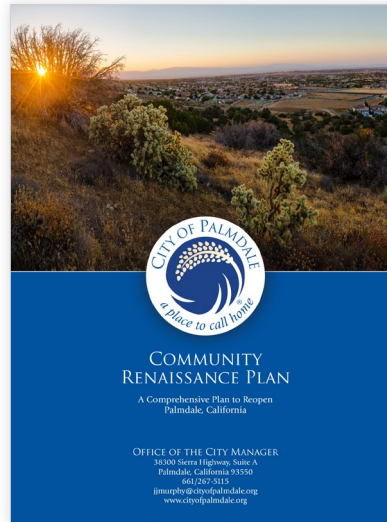
The Strategic Plan provides a guiding vision and principles for the health and well-being of the City's assets and resident's experiences. Key focus areas include public safety, fiscal health, infrastructure, and community culture. In 2020, the City adapted the Strategic Plan as the Renaissance Plan to address the COVID-19 pandemic and its impact on City resources and residents through providing more specific objectives that directly combat the negative effects of the pandemic in the community and maximizing the efficiencies around City service delivery.

Ten-year Capital Improvement Plan:

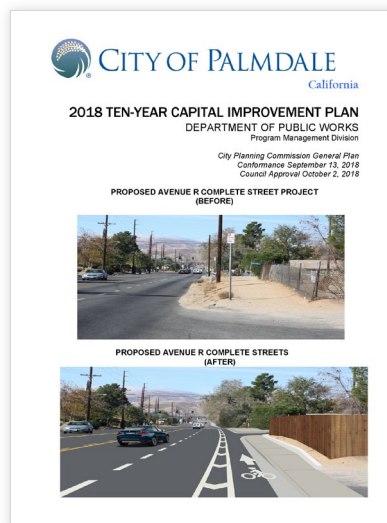
The City of Palmdale's Ten-Year Capital Improvement Plan (CIP) identifies proposed capital projects that advance the goals and policies of the elements in the General Plan. The CIP is updated annually.

Palmdale Transit Area Specific Plan (October 2020):

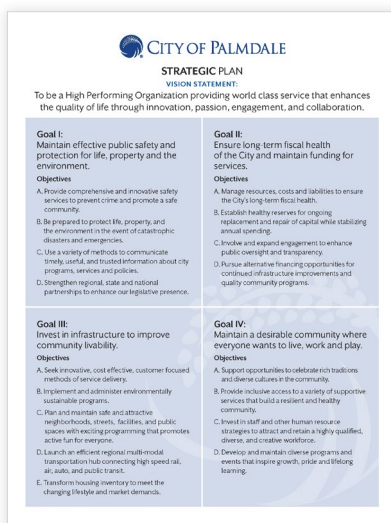
This specific plan outlines the City's vision for the area around the future multi-modal high speed rail station which capitalizes on the future arrival of high-speed rail to Palmdale. The plan details zoning, infrastructure improvements, and urban design guidelines around the future multimodal station.



Palmdale Community Renaissance Plan



Ten-year Capital Improvement Plan



Palmdale Strategic Plan (2019/2022)



Transit Area Specific Plan (October 2020)

Relevant Plans & Documents

Palmdale EIFD Infrastructure Financing Plan (November 2021):

The City of Palmdale, in partnership with the County of Los Angeles, has established an Enhanced Infrastructure Financing District (EIFD) in boundaries of the City of Palmdale and unincorporated Los Angeles County. The purpose of this district is to create a funding mechanism that can facilitate the construction of public infrastructure improvements in this area. A portion of the property tax increment that the City of Palmdale and the County of Los Angeles receive would be specifically restricted to pay for the infrastructure projects listed in the Infrastructure Financing Plan (IFP) at an estimated \$177 million. These investments will spur new job creation, unlock new housing development, and support regional and local transportation projects benefiting Palmdale residents and businesses alike.

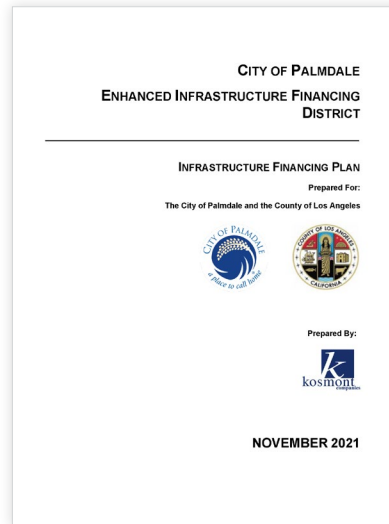
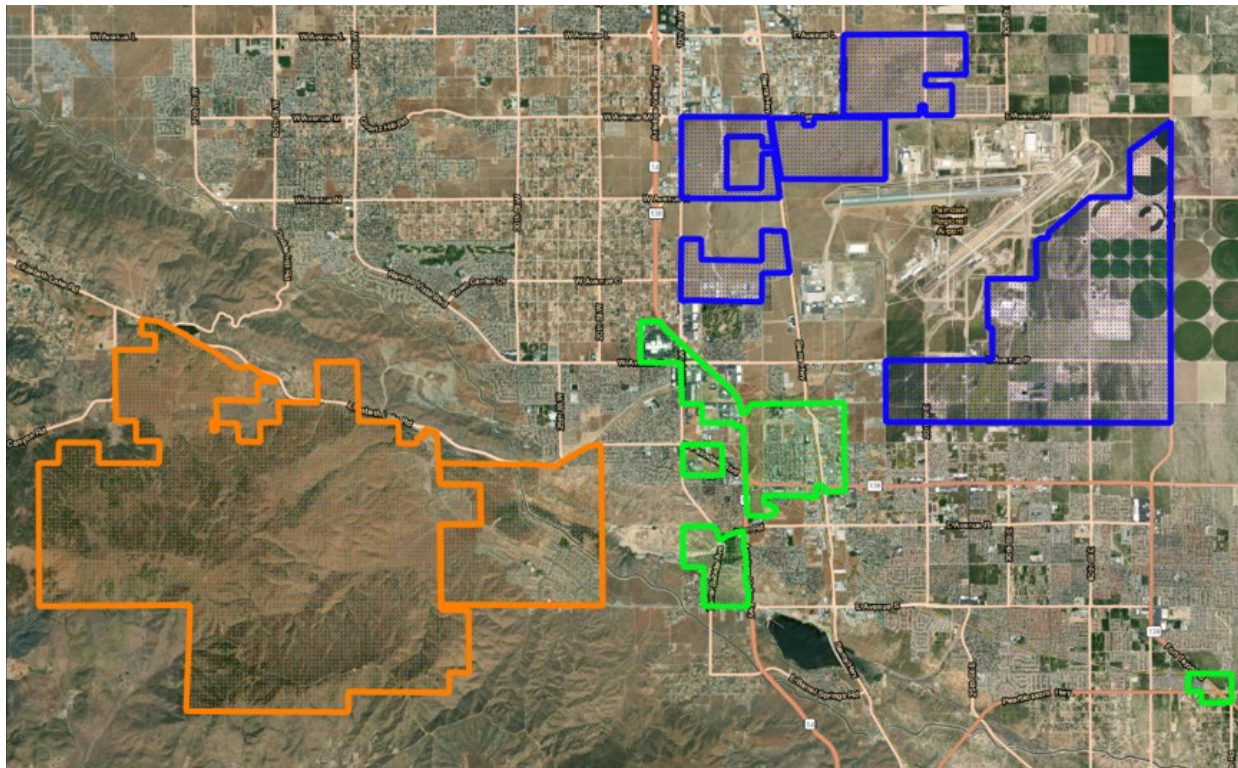





Figure 7.1 EIFD Proposed Districts (2021)



-  Area A: Aerospace Corridor
-  Area B: Palmdale Commercial Centers
-  Area C: Las Colinas

Existing Context

Demographic trends are used as indicators to help predict future growth patterns and identify opportunities and challenges for cities. This section provides a brief overview of the City of Palmdale’s demographic profile and highlights areas of opportunity and challenges for the City and its residents moving forward. Please note that the demographic and economic data reflect pre-COVID trends and does not analyze the impacts of COVID-19.

Population Growth

The City of Palmdale outpaced Los Angeles (L.A.) County in growth over the last two decades. Palmdale’s population grew 1.5 percent annually between 1998-2018 as compared to 0.5 percent in L.A. County, also contributing to a 1.1 percent increase in household growth. However, Palmdale’s growth has been markedly slower since the Great Recession, increasing only 4 percent overall growth between 2010-2018 as compared

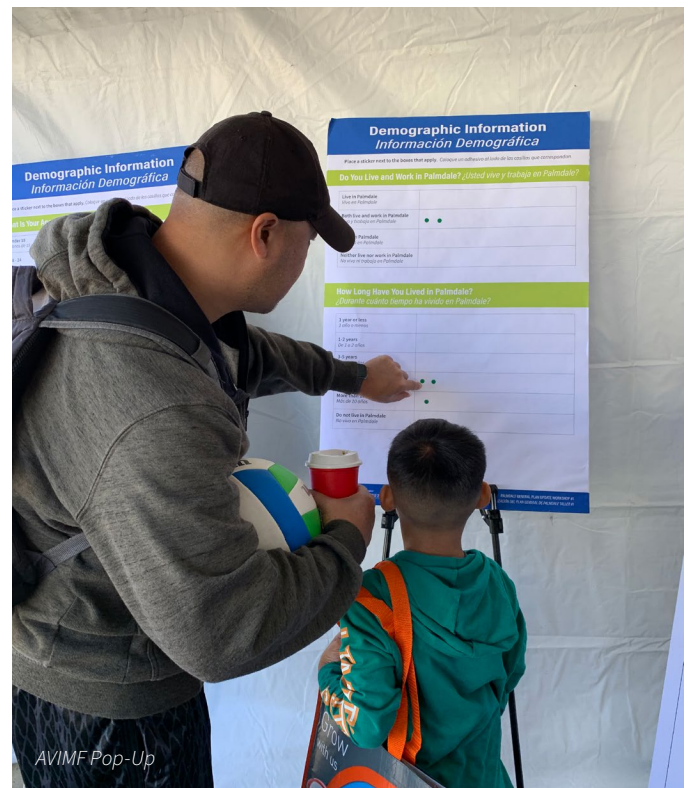
to 32 percent between 2000-2010. The Southern California Association of Governments (SCAG) projects Palmdale to continue outpacing L.A. County population growth, though at a slower rate than historical trends at 1.0 percent per annum. Additionally, SCAG projects household growth (35%) will outpace population growth (26%) by 2040, suggesting household size will decrease.

Demographic Characteristics

Palmdale’s population is relatively young, with a median age of 31.3 compared to 36 years for L.A. County and has more family households with children under the age of 18. Though the age population distribution differs from L.A. County, Palmdale has a similar racial and ethnic makeup to the County. Approximately 54 percent of Palmdale’s population identifies as Hispanic or Latino of any race with 27 percent White residents and 11 percent Black residents. However, Palmdale’s Asian population differs slightly from L.A. County with only 3 percent Asian residents as compared to 13 percent in the County.

Households in Palmdale have a lower median income than households in L.A. County. Palmdale’s median household income is \$56,700 as compared to \$61,015 for L.A. County overall. The City also has a higher percentage of middle-income earning residents with 32 percent of residents making between \$50,000 and \$99,999 annually, compared to only 28 percent in L.A. County. Though there is a large population of middle-income residents in the City, income is not distributed evenly across racial and ethnic groups. White and Asian households – who make up only 30 percent of the City’s total population – have a median household income of \$83,000 and \$74,150, respectively. While Hispanic/Latino and Black residents have median household incomes of \$54,480 and \$53,700, respectively.

In summary, the above socio-demographic data provides more context for the economic opportunities and challenges highlighted in the next section that inform the economic development goals and policies at the end of this chapter.



AVIMF Pop-Up

Opportunities and Challenges

The following section builds on socio-demographic data, economic and development trends, and fiscal health data to highlight economic opportunities and challenges that will impact the City’s economy and residents moving forward.

Housing

Lower housing costs have supported homeownership in the City, yet the limited development of new housing units, particularly multi-family units, has led to a lack of housing diversity.

Palmdale has a long history of lower-cost housing, as compared to the Los Angeles basin, which is affordable to middle class households. As of November 2021, the median sale price for a single-family home in Palmdale (\$475,000) was 82 percent lower than the median sale price in L.A. County (\$865,000), making Palmdale and the Antelope Valley one of the last areas in L.A. County where a household making the median wage can afford to purchase a home. Consequently, homeownership is higher than elsewhere in L.A. County with 64 percent of Palmdale households living in owner-occupied units as compared to 46 percent county wide.

Historically, the relative affordability of single-family homes has meant that developers have not invested in other housing types. Today, only 15 percent of housing units are multifamily and townhome options, compared to 49 percent county wide, with most new multifamily units being largely restricted to subsidized affordable products. This lack of housing diversity limits the appeal of Palmdale for certain workers in the aerospace and other manufacturing industries, seeking market rate multifamily options.



Jobs and Workforce

The Manufacturing sector remains the top sector, however there is a need for more diverse job options that better connect with resident’s skills.

Palmdale continues to attract employers that support jobs for middle income households in the City. Notably, a greater share of Palmdale residents is middle-income compared to L.A. County, with 32 percent making between \$50,000 and \$99,999 annually compared to 28 percent for the County. A main contributor to middle

and higher paying jobs in the City is largely due to the presence of a strong manufacturing sector mostly represented by aerospace manufacturers. Employment in the City relies heavily on the manufacturing sector representing 23.5% of total jobs followed by retail trade & accommodations (18%) and healthcare (16%).⁹ This poses a risk to the City’s economy as the manufacturing sector is fueled by government defense contracts that are more vulnerable to the political climate and Federal policy decisions.

⁹ Data Source: OnTheMap, 2019

More diverse job options will protect Palmdale’s economy from cyclical economic shocks and provide more options for residents that are commuting outside the City for job opportunities. Today, 86 percent of Palmdale residents work outside the City of Palmdale¹⁰, suggesting a mismatch between residents’ skills and jobs available. In addition, Palmdale’s jobs to housing ratio is significantly lower than L.A. County with only 0.56 jobs per household, compared to 1.11 for the County. Bringing more diverse job options to Palmdale will support job opportunities for residents who are currently commuting outside the City to make a living. There are opportunities to attract firms that are part of the supply chain of existing industries, such as suppliers and manufacturers for the aerospace and defense industries, as well as regional firms in the fastest growing industries that require new land for expansion, such as film production and post-production.

Attraction of film, media and entertainment uses, particularly sound stages and post-production facilities, which are a City priority, are less likely to be an outcome of speculative real estate development in the near term, but a function of targeted business attraction, local incentives and clear articulation of Palmdale’s value proposition and long history of location-based film production.

The “Studio Zone” or “Thirty Mile Zone (TMZ)” refers to the areas within a 30-mile radius of the intersection of West Beverly Boulevard and North La Cienega Boulevard in Los Angeles. An additional “Secondary Zone” extends 10 miles beyond the TMZ. These zones cover collective bargaining agreements with entertainment industry union workers. As illustrated in Figure 7.2, over half of the City of Palmdale falls within the Secondary Studio Zone. While Palmdale is located in the secondary ‘Thirty Mile Zone’ for film production, current labor and regulatory policies and relatively long travel time from central Los Angeles are challenges to overcome in the near term.

The City of Palmdale benefits from several location-based federal programs which can attract new employers to the City. The City of Palmdale’s Foreign Trade Zone (Zone #191) encourages more international commerce, allowing companies to delay the payment of duty and federal excise taxes. Additionally, the City of Palmdale has six designated Federal Opportunity Zones (OZs) along Palmdale Boulevard, including around the future High-Speed Rail station. OZs allow investors to defer and reduce capital gains payments by investing in qualified real estate development and business expansion opportunities within an OZ.

Disconnect between residents’ skills and available job opportunities in Palmdale remains a challenge due to lower educational attainment. Only 15 percent of Palmdale’s residents have a bachelor’s degree, which is lower than L.A. County’s 31 percent. The high share of Palmdale residents with only a high school education does not effectively match the higher earning employment opportunities currently offered in Palmdale through aerospace manufacturing. Antelope Valley College and others continue to address this mismatch by providing resources to align resident’s skills with employer needs through training programs and other vocational courses. The City of Palmdale also partners with America’s Job Center of California, operated by JVS SoCal, to help employers and job seekers find the resources they need to match residents with the right positions. Additionally, attracting a 4-year university to the City will better optimize these current programs and resources, by supporting residents with more opportunities to attain a bachelor’s degree to align with employer workforce needs.



10. Data Source: OnTheMap

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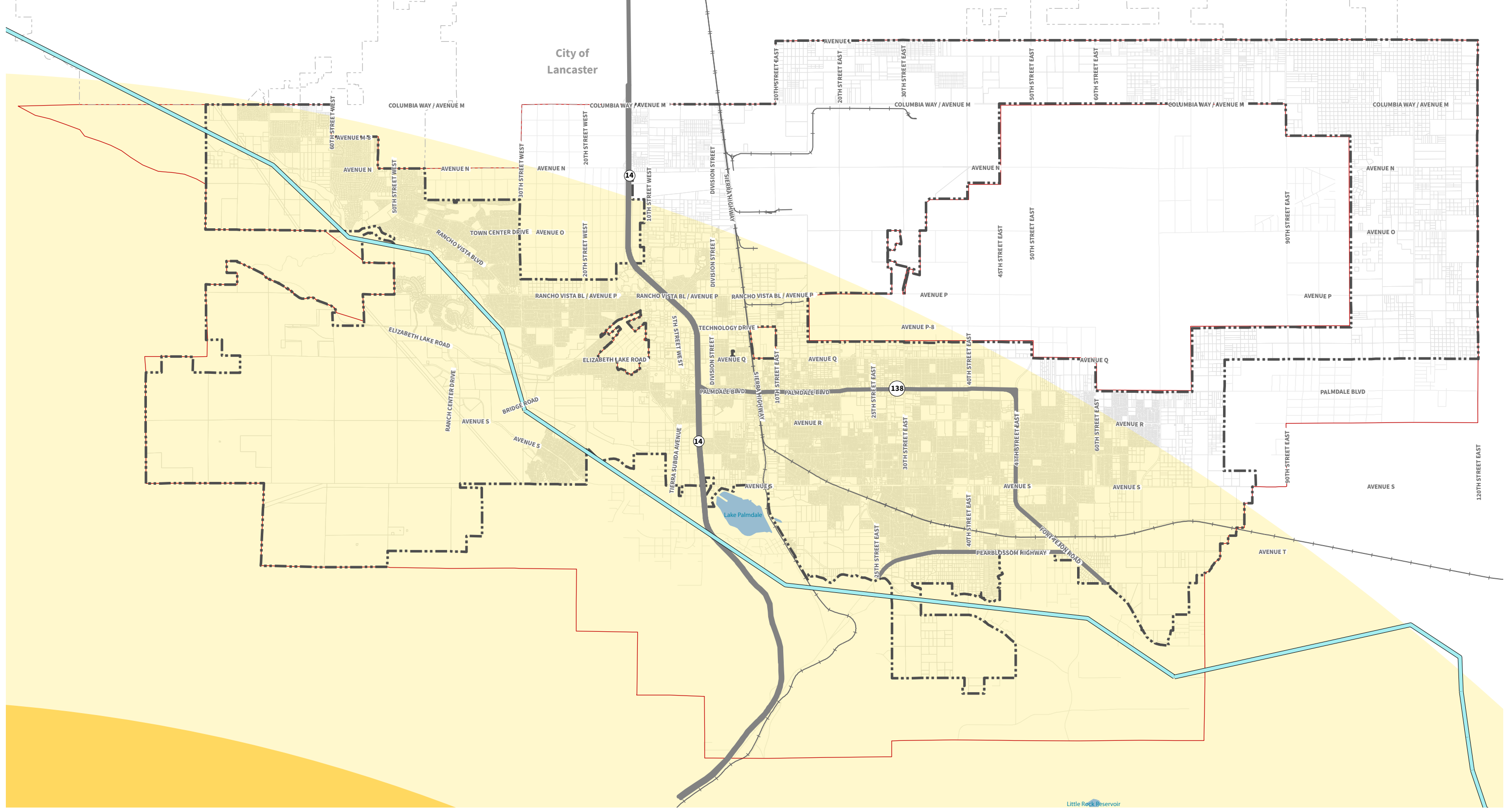
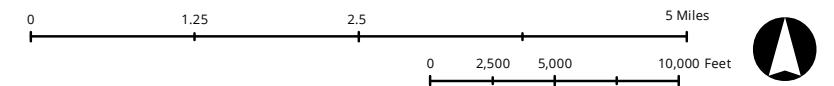


Figure 7.2

Studio Film Zones

- City Boundary
- Sphere of Influence
- Major Arterials
- Highway
- + Railroad
- 30-Mile Studio Zone
- Secondary Studio Zone



Data Sources: Urban Footprint, City of Palmdale GIS Data, World Terrain Base, 2015 Esri, USGS, NOAA
 Produced by Raimi + Associates
 April 2022

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Regional Connectivity

Palmdale’s current transportation options are dependable and will be complemented by proposed rail and air infrastructure projects.

Palmdale is connected through several transportation options to nearby cities in the Antelope Valley region and to other parts of Los Angeles County. SR-14 is the main state highway connecting residents, workers, and goods to the Antelope Valley and destinations beyond. Beyond road traffic, residents and workers have access to the Antelope Valley Transit Authority (AVTA) Commuter and Bus Service, and Metrolink, all of which are easily accessible at the Palmdale Transportation Center.

Development

Palmdale has large amounts of undeveloped and underdeveloped land available for development, but a lack of infrastructure, low market rents and sales prices limit short-term development feasibility of many uses.

One of Palmdale’s greatest assets is the availability of raw land for development. Per the Land Use Existing Conditions Report, there is over 66,000 acres of vacant land in Palmdale representing 62 percent of the City’s land area. This contrasts sharply to the built-out remainder of Los Angeles County, offering space to accommodate future employment and residential growth for the region.

However, there are several barriers to development in the City. In many cases, the achievable rents or sales prices, which are lower than the Los Angeles Basin, are not high enough to justify new construction; while land is cheaper, the cost of materials and labor are similar county wide. This is true for many uses including most housing typologies. Single family home construction demonstrates this fact with little new construction taking place since the Great Recession in 2008. Sales prices initially declined by 45 percent post-recession and have only recently surpassed pre-Recession levels, compressing the profitability of new development. This has resulted in limited new housing production and slowing population growth. The recovery of single-family home prices should enable more widespread development going forward. Additionally, moderate appreciation of rents, from 2021 levels should render

Proposed improvements include the California High-Speed Rail, which would include a new multi-modal station in the future Downtown Area. The proposed station will bring both economic and community benefits to Palmdale residents and workers as a catalyst for new economic investments. The future multi-modal High-Speed rail station will also provide connection to Las Vegas through the Brightline West rail. In addition to California High-Speed rail investments, the City is also actively exploring options for commercial adjacent to Plant 42. This will connect residents and workers with other regional airports and hubs for work and leisure.

lower density multifamily, such as three-story garden-style rental apartments with surface parking, feasible in the near term. Further appreciation in rents combined with investments in amenities around the future downtown, could support even higher density residential development with midrise structures, over the mid to long term.

Additionally, much of the raw land in the City lacks horizontal infrastructure (utilities such as water, sewer, paved roads), creating high upfront costs to development. Lack of utilities and water infrastructure on industrial land has limited the growth of this type of use, which, despite vacancy rates below two percent, only added 120,000 square feet of new industrial space between 2010 and 2018. Nevertheless, the City and L.A. County recently passed resolutions in 2021 to jointly form an Enhanced Infrastructure Financing District (EIFD) to finance approximately \$177 million in infrastructure improvements around the City, which will help unlock the development potential of many vacant industrial parcels. Opportunities for capturing more light industrial development is high in the near term given the prevailing low vacancy and rents that could support new development. With the availability of land with high quality infrastructure and access to amenities, Palmdale can attract more Research and Development (R&D)/flex industrial uses in the mid to long term as rents appreciate and the City’s competitive position is enhanced.

The Palmdale City Council recently approved an amendment to the municipal code to comply with the California Endangered Species Act, specifically related to the treatment of western Joshua trees. Future development will need to comply with these new regulations and guidelines, including additional permitting requirements and necessary coordination between the City and State in the case of relocation or removal of an onsite western Joshua tree.

For some uses, current market demand and regulatory forces are larger factors affecting future development in the City. Medical office is currently financially feasible given current construction costs and rents in the Antelope Valley, but a historically slow population growth after the Great Recession has slowed development.

Anticipated residential growth will drive demand for new medical space in the future.

All land uses could see financial benefit from locating in one of the City’s OZs if a project meets federal investment qualifications. When paired with other efforts, such as administrative and regulatory changes to zoning approvals and infrastructure investment, this program can meaningfully increase development feasibility.

In general, Palmdale is positioned to realize most development typologies envisioned in the General Plan as the Palmdale real estate market matures through 2045 and the City undertakes necessary infrastructure investments.

Fiscal Health

The City’s fiscal health is strong, but there is a need to diversify the tax base to minimize the City’s vulnerability to future economic shocks.

The City of Palmdale remains best in class among peer cities (Lancaster, Santa Clarita, and Victorville) in terms of overall fiscal health. Palmdale’s revenue per capita ranks at the top across its peer cities though it has lower General Fund revenues, with only 50 percent of all revenue going toward this discretionary funding source. Like its peer cities, Palmdale is reliant on Property and Sales and Use Tax, which, as of 2018, had notably failed to fully recover to pre-recession highs prior to 2008. To minimize future fiscal shocks to the City’s General Fund and recover from the COVID-19 pandemic, the City should seek to diversify the tax revenue base to include higher distributions of other tax revenue, such as increasing the Transient Occupancy Tax (TOT) and identifying opportunities to create more special assessment districts that dedicate funding streams for infrastructure maintenance.



Desired Outcomes, Indicators, and Targets

The following desired outcomes and metrics were identified to help the City of Palmdale track progress toward creating a more diverse and equitable economy

Top Key Outcomes

OUTCOME: Foster a job market that sustains a high standard of living for workers with diverse skill sets

KPI:

- Distribution of jobs by industry sector¹¹

TARGET:

- **Meet or exceed growth in new quality jobs relative to Los Angeles County**

OUTCOME: Create educational pathways for Palmdale residents to fully access future economic opportunities

KPI:

- Annual increase in percentage of residents with an Associate degree¹²

TARGET:

- **Increased number of residents completing at least an Associate degree comparable to County-wide levels**

OUTCOME: Build a downtown core in the City where residents and businesses can participate and celebrate in the City's economic prosperity

KPI:

- Number of completed units (office, retail and industrial) in the downtown core¹³

TARGET:

- **Advancement of development targets identified in the Palmdale Transit Area Specific Plan**

OUTCOME: Ensure that all residents and workers have access to safe and affordable housing

KPI:

- Percentage of affordable housing units that are multi-family¹⁴

TARGET:

- **Increased share of affordable multi-family units comparable to County-wide levels**

OUTCOME: Provide access to economic opportunities and resources for residents and workers through transportation options

KPI:

- Passenger ridership (local transit and flights)¹⁵

TARGET:

- **Increased number of residents using non-auto transportation modes comparable to County-wide levels**

OUTCOME: Promote a City environment that attracts and leverages new development to diversify the tax base

KPI:

- Distribution of tax revenue¹⁶

TARGET:

- **Increase (inflation adjusted) in per equivalent dwelling unit (EDU) revenues every five years; increase in per EDU share of non-sales tax revenues every year**

KPI = Key Performance Indicator

11. Data source: OnTheMap

12. Data source: Census American Community Survey

13. Data source: City of Palmdale Building Permits

14. Data source: Census American Community Survey

15. Data source: Various transit agencies (i.e., AVTA, Metrolink, LAWA)

16. Data source: City of Palmdale Comprehensive Financial Reports (CAFRs)

Goals and Policies

The following section includes goals and policies for the Economic Development Element based on the economic opportunities and challenges presented in the section above. The purpose of the goals and policies is to identify how the City can advance economic growth in the following areas

JOBS AND WORKFORCE

Goal ED-1

Preserve the existing economic base of high-quality jobs in the City.

ED-1.1 Attract manufacturing employers. Attract supply chain employers for the manufacturing and defense industries to strengthen Palmdale's economic viability and competitiveness within these sectors.

ED-1.2 Employee serving amenities. Encourage the development of business and employee serving amenities (i.e., retail, dining, hospitality) proximate to existing districts.

Goal ED-2

Attract diverse and high-quality job options that contribute to the City's economic growth by diversifying the economic base.

ED-2.1 Attract high growth industries. Target economic activities from high growth industries, including film, media and entertainment production, and clean technologies, to diversify Palmdale's economic base.

ED-2.3 Foreign Trade Zone. Position the existing Foreign Trade Zone designations to attract export-oriented employers.

ED-2.2 Smart City technology. Maintain and enhance smart city technology in Palmdale to support local businesses and growth of telecommuting.

Goal ED-3

Support the workforce pipeline to match residents with jobs through high-quality and accessible educational opportunities.

ED-3.1 Higher education. Promote and expand higher educational opportunities in Palmdale.

ED-3.2 Workforce training. Support additional trade school training and apprenticeship programs for key growth industries for youth and local workforce.

ED-3.3 Childcare and early education. Promote opportunities for affordable, high-quality childcare and workforce-related early education.

ED-3.4 Workforce programs. Expand partnerships and workforce programs with public schools, vocational schools, community colleges, and major employers within Palmdale.

ED-3.5 Job matching. Connect residents with job opportunities in aerospace and other emerging sectors.

HOUSING AND COMMUNITY OWNERSHIP

Goal ED-4

Activate a vibrant downtown that fosters a sense of local community and business ownership.

ED-4.1 Active downtown. Create a vibrant and active downtown environment, leveraging the Palmdale Transit Area Specific Plan to focus development.

ED-4.2 Community gathering. Leverage development to provide space for community gathering and events.

ED-4.3 Entertainment and retail. Increase opportunities for entertainment and/or shopping.

ED-4.4 Local business. Encourage and foster local businesses in Palmdale.

ED-4.5 Local businesses in downtown. Support local small businesses and legacy businesses to remain in or relocate to the downtown core.

Goal ED-5

Diversify housing options for residents at different stages of life and ability, to continue making Palmdale an affordable place to live.

ED-5.1 Affordable housing preservation. Encourage and preserve affordable housing for the residents of Palmdale.

ED-5.2 Supply and diversity of housing. Increase the supply and diversity of housing options to support different types of households including seniors, young adults, families, empty nesters, individuals or families with special needs, and multigenerational families.

ED-5.3 Transit-oriented development. Encourage transit-oriented development that meets community needs in the proposed downtown near the future multi-modal high speed rail station and at other transit nodes.

ED-5.4 Displacement. Address displacement issues due to redevelopment and large-scale capital projects.

ED-5.5 Assembly of parcels. Encourage assembly of small parcels via incentives to facilitate infill development.

ECONOMIC DEVELOPMENT AND INFRASTRUCTURE

Goal ED-6

Remain at the forefront of transportation innovations that connect residents and workers to the regional and national economy.

ED-6.1 Transportation investments. Support opportunities to bring more transportation investments such as a High-Speed rail station and opening commercial air services.

ED-6.2 Infrastructure investment. Prioritize infrastructure and development that unlocks economic investment around the City and increase usage of transportation facilities.

ED-6.3 Neighborhood transportation connections. Improve local transit and last mile connectivity between neighborhoods and regional transportation hubs/corridors.

Goal ED-7

Identify partnerships and resources to incentivize and implement sustainable development projects.

ED-7.1 Regional partnerships.

Initiate and sustain multi-jurisdictional partnerships to leverage regional assets.

ED-7.2 Development review process.

Encourage new development through simplifying the City's development review processes and exploring opportunities to create incentives for new development.

ED-7.3 Expand and diversify tax base.

Expand tax base and analyze opportunities to diversify tax revenues to reduce the reliance on Sales and Use tax.

ED-7.4 Infrastructure financing.

Explore and implement creative infrastructure financing and delivery mechanisms such as Public Private Partnerships and Community Benefit programs.

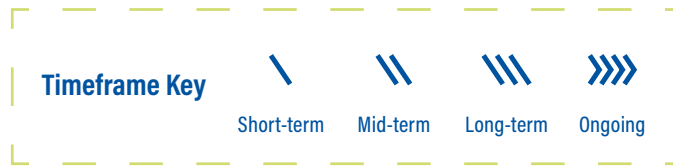
ED-7.5 Opportunity zone.

Support the viability of the City's Opportunity Zones to expand existing businesses and attract new investment.

Implementation Actions

The table below identifies programs, policy updates, planning efforts, coordination efforts, and other actions that will help implement the General Plan’s vision and policies. Programs are consistent with this chapter’s goals and policies.

The table provides a description of each Implementation Action and lists the correlating policies. Each action also identifies a timeframe for implementation with Short-term representing a 1–3-year timeframe, Medium-term is 4-7 years, Long-term is 8+ years and Ongoing represents an action that the City should continue. Additionally, the table includes the City department that should function as the lead for implementing the actions.



Correlating Goals	Action	Timeframe	Responsible Department
All Goals	City Economic Development and Planning Capacity. Increase city staff capacity to advance economic development and planning policies and programs in Palmdale.	>>>>	Economic and Community Development
ED-1, ED-7	Regional Partnerships. Continue prioritization of multi-jurisdictional networks and partners, including the County of Los Angeles, LAEDC, and AV EDGE, to leverage regional support and assets that provide an economic development opportunity for the City. Key regional assets include Edwards Air Force Base, Mojave Air and Spaceport and Plant 42.	>>>>	Economic and Community Development
ED-1, ED-2	Business Recruitment Strategy. Create and implement a business recruitment strategy to attract employers in target industries that offer high quality jobs and diversify the job base, including firms that are in aerospace and defense supply chain, advanced manufacturing, and film production and post-production.	\	Economic and Community Development

Correlating Goals	Action	Timeframe	Responsible Department
ED-2	Broadband Infrastructure. Create and implement an internet master plan to collaborate with providers to achieve high quality broadband infrastructure for the community and to reduce the digital divide faced by small businesses and low-income residents. Palmdale can also market this infrastructure to attract businesses with high network demands, such as digital content creators		Public Works
ED-2	Film Attraction Strategy. Develop an overall strategy to attract more film production companies to Palmdale. This includes working with film-related business organizations and the Antelope Valley Film Office to recruit more sound stages and post-production companies, along with focusing on advocacy for labor rules that make the Antelope Valley more attractive for production and post-production work.		Economic and Community Development
ED-3	Educational Coordination. Continue collaborating with local schools and training facilities to create programs that support residents and workers seeking to continue their education beyond high school. This includes Antelope Valley Union High School District, Palmdale Aerospace Academy, and Antelope Valley College, including its corporate customized training programs, among others.		Economic and Community Development
ED-3	Workforce Advisory Committee. Convene a regular meeting with a committee of local educational and industry professionals to advise the City on workforce development challenges to inform workforce initiative strategies, vocational training programs and apprenticeships to train residents for local job opportunities.		City Manager’s Office and Economic and Community Development
ED-3	High-Quality Childcare. Partner with local community organizations and schools to strategize potential opportunities to provide more affordable, high-quality childcare services for the local workforce.		Economic and Community Development
ED-3	Jobs Postings. Develop a job opportunities webpage to direct employers and residents to existing jobs resources, including the City’s ongoing collaboration with organizations, such as Antelope Valley America’s Job Centers of California, to provide a central space for local employers to promote job openings and connect with residents and workers.		Economic and Community Development

Correlating Goals	Action	Timeframe	Responsibility
ED-1, ED-4, ED-6	Downtown Palmdale. Implement the Palmdale Transit Area Specific Plan, including the recommended infrastructure, and approve development aligned with the plan’s design guidelines.		Economic and Community Development and Public Works
ED-1, ED-2, ED-4, ED-7	City Marketing Campaign. Collaborate with Visit Palmdale and other partners to develop a marketing campaign that creates a city brand and markets Palmdale’s unique advantages within the region using social media and traditional communication channels to attract businesses, tourism, and a wider diversity of residents.		Economic and Community Development
ED-1, ED-4, ED-4, ED-5, ED-7	Development Regulations and Incentives. Update development regulations and create incentives to encourage developers to deliver community amenities (e.g., community spaces, targeted retail, and entertainment offerings) and develop infill parcels.		Economic and Community Development
ED-5	Explore locally controlled resources for affordable housing. Advance a regional strategy to evaluate feasible tools and policies that create the opportunity for more affordable housing in Palmdale.		Economic and Community Development
ED-5, ED-7	Zoning Regulations. Update zoning regulations to streamline the entitlement process, align with market needs, and promote economic development goals to support all development including diverse housing types and mixed-use districts in transportation nodes.		Economic and Community Development
ED-5	Anti-displacement Coordination. Work with community-based organizations to understand the needs of businesses and residents impacted by new development and support the development of anti-displacement programs and policies.		Economic and Community Development
ED-5	Commercial Air Service. Coordinate with appropriate agencies and authorities to initiate commercial air services in Palmdale.		Economic and Community Development and City Manager’s Office
ED-6	Last Mile Infrastructure. Improve bicycle and pedestrian infrastructure to increase transit access for residents and workers.		Economic and Community Development and Public Works

Correlating Goals	Action	Timeframe	Responsibility
ED-7	Hotel Development. Continue to approve new hotel developments to increase transient occupancy tax revenue.		Economic and Community Development
ED-7	Assessment Districts. Identify potential areas to create special assessment districts in the City to reduce the burden of financing infrastructure maintenance on the City’s General Fund.		Economic and Community Development and Public Works
ED-2, ED-7	EIFD Implementation. Prioritize economic development projects under the newly formed EIFD that will maximize economic benefits for Palmdale residents and the City, such as expanding development opportunities within the City’s Foreign Trade Zone and Opportunity Zones.		Economic and Community Development and Public Works
ED-2, ED-7	Opportunity Zone Strategy. Develop a strategy to attract investor developer interest to the City’s Opportunity Zones, which may include regulatory or administrative actions to reduce project approval times, targeted fee waivers, and development of a database of sites and businesses suitable for OZ investment.		Economic and Community Development

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