

REPORT TO GENERAL PLAN 2040 STEERING COMMITTEE

Subject: Discussion of Economic Vitality Element Policy Audit

EXECUTIVE SUMMARY

Agenda Item 5.B addresses the 2040 General Plan Economic Vitality Element. The Element presents policies to maintain a healthy economy and tax base, create a positive environment for local businesses, and sustain successful business districts throughout the city. The purpose of this Agenda item is to discuss economic vitality issues in the city, consider the effectiveness of the existing policies, and discuss changes to existing policies and potential new policies and programs.

REPORT

Background

The [Economic Vitality Element](#) is an “optional” element of the General Plan, meaning it is not required by the California Government Code. A growing number of cities have adopted such elements in their plans, recognizing the relationship between the local economy and core general plan topics such as land use, housing, and transportation. Many communities in the Bay Area, including Novato, Mill Valley, Sausalito, and the County of Marin have added economic elements to their Plan. San Rafael’s Economic Vitality Element was added in 2004 and will be retained in the 2040 Plan.

The Element includes an Economic Vision statement (excerpted at the end of this report), followed by four goals. Each of the goals includes policies and programs. The four goals are:

- A “**Sound Economy**,” which includes policies to sustain the tax base (for fiscal health), recruit new businesses, retain existing businesses, support tourism, improve relationships between the City and business community, encourage local shopping, and promote environmentally friendly businesses.
- A “**Range of Goods and Services**,” which includes policies to retain a diverse mix of businesses, support small businesses, diversify the economy, increase workforce skills, promote telecommuting and home-based businesses, and encourage housing for the local workforce.
- “**Distinctive Business Areas**,” which speaks to the quality of San Rafael’s shopping and employment districts. It seeks to sustain these areas as successful neighborhood and community centers, convenient locations for shopping and entertainment, and attractive places to work. Policies also support compatibility between residential neighborhoods and business areas.

- “Creative Infill,” which addresses the revitalization of deteriorating and underdeveloped areas, and the quality of design.

Staff is recommending that the “Creative Infill” goal be absorbed into the other three goals, and that a fourth goal be added regarding technology, resilience, and adaptation to future economic change. We have also identified a number of topics that could be added to this element, consistent with its mission of making San Rafael a great place to work, invest, shop, stay, and do business. These topics include:

- Reducing regulatory barriers and making it easier to do business in San Rafael
- Ensuring the availability of infrastructure (water, sewer, power, etc.)
- Developing the energy and technology infrastructure to attract and support business
- Accommodating commercial goods movement
- Improving access between local employment centers and SMART stations
- Promoting San Rafael as the economic hub of Marin County
- Promoting San Rafael as a retail and entertainment destination
- Identifying core industries / desired business sectors for future economic development initiatives (such as health and wellness)
- Supporting supply chains (e.g., business to business relationships) that help businesses succeed
- Improving San Rafael’s competitive edge
- Preserving industrial land
- Addressing economic needs associated with an aging population and growing number of seniors
- Marketing and branding San Rafael (media coverage, etc.)
- Promoting San Rafael’s identity as a waterfront city
- Promoting local arts and cultural events

The matrix that follows this staff report includes an Audit of the goals, policies, and programs in this Element. Column 1 of the Audit provides the verbatim language from the existing (2020) General Plan. Column 2 provides staff’s evaluation of each goal, policy, and program. Column 3 is “blank” and provides space for each member of the General Plan 2040 Steering Committee to weigh in. Committee members may comment on either the policy itself or staff’s commentary. We will compile all Committee comments as we rewrite and update the policies over the coming months. **Steering Committee member comments are due on July 31, 2019.**

KEY QUESTIONS FOR COMMITTEE

Steering Committee discussion should focus on the following topics:

- Is the Economic Development Vision for 2020 (next page) still valid?
- Are there goals and policies in the existing Economic Vitality Element you feel need to be revised?
- Are there new goals, policies or action programs that should be added?

ATTACHMENTS

The 2020 Plan’s “Economic Vision” is on the following page. The Audit of policies in the General Plan 2020 follows the Vision.

ECONOMIC VISION FOR SAN RAFAEL (FROM GENERAL PLAN 2020)

The City of San Rafael envisions a future that continues to exhibit a healthy, vibrant economy, driven by the community's commitment to the vitality of our individual business enterprises and key industries, to the recognition of the importance of our cultural diversity and its significant contribution to our prosperity, and to the preservation of our unique environment. Attaining the economic vision will be the result of productive partnerships among businesses, schools, neighborhood groups, government and environmental interests that have balanced competing concerns.

San Rafael's businesses continue to be diverse: ranging from small to large; from local-serving to global; from traditional to high technology and from specialty to consumer goods. The city is a supportive environment for entrepreneurs starting and growing their businesses, and for mature businesses adapting to a dynamic marketplace. Our businesses are successful in attracting and retaining skilled workers, who are eager to live and work in Marin's transportation and cultural center. The business community is active in local affairs and embraces environmentally friendly business practices. In addition to being home to several prominent companies, San Rafael is known as a key North Bay center for automotive, building trades and home improvements, and technology-oriented industries.

San Rafael's downtown continues to be 'alive after five' with entertainment and cultural attractions, excellent restaurants offering a wide range of cuisines, and intriguing galleries and boutiques. The Canal waterway draws people to an appealing promenade that successfully links vibrant retail and maritime uses. Stores in a revitalized Northgate Town Center benefit from an efficient transportation network, drawing customers from beyond surrounding neighborhoods and nearby offices. Commercial properties are renewed in response to changing market conditions and opportunities. Throughout the City can be found appropriately scaled and sensitively designed mixed use projects that support the economy by providing, for example, both commercial square footage, and affordable and market rate housing, without compromising the integrity of our neighborhoods or worsening traffic congestion.

City government is positioned to provide efficient, cost-effective services and has been particularly adept in securing funding from many sources. While respectful of the free market's effectiveness, the City is willing to assert its authority to stimulate changes that are consistent with the City's goals.

The strength of San Rafael's economy benefits the businesses and workforce as well as its residents. Workers have opportunities to secure affordable housing and competitively priced goods and services. This in turn has enabled household income to enhance the quality of life of San Rafael's families, linking economic vitality to individual and collective prosperity.

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Goal 8	A SOUND ECONOMY. It is the goal for San Rafael to have a vital, forward-looking citywide economy developed with appropriate respect for our environment. <i>San Rafael has an economy that readily adapts to and takes advantage of changes in the way business is conducted. City government helps shape the existing economy and provide for its growth in a way that ensures sufficient municipal revenue without adversely impacting our quality of life. Policy and land use decisions promote San Rafael's economy with an emphasis on balance and infrastructure limits, while maintaining a commitment to the environment.</i>	Based on the policies, this goal is about maintaining fiscal health and a sound tax base while protecting the environment. Typically, cities that include an ED Element in their General Plans do so to support and sustain local businesses. We may want to express that more explicitly here.	
Policy EV-1	Economic Health and Quality of Life. Understand and appreciate the contributions essential to our quality of life made by a healthy economy, especially to public safety, our schools, recreation, and government services.	Policy is a little vague as stated—clarify? Based on the two programs, the intent is to raise public awareness of the importance of a healthy business environment (for fiscal health).	
Program EV-1a	Education About the Local Economy. Continue to promote a business-friendly climate by educating decision makers and the public about interrelationships of community life and economic vitality. Disseminate information through the City newsletter, City website, staff reports, the State of the City dinner, and other means.	<i>Still valid. Carry forward as stated. Are there other educational efforts that should be referenced?</i>	
Program EV-1b	Economic Database. Maintain databases, generally available to the public, of economic and demographic information to support attainment of economic goals. Protect confidential economic data.	<i>Edit for clarity and intent and carry forward. Should also reference GIS/mapping of economic data, and data that analyzes San Rafael in the context of Marin County and the Bay Area.</i>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Policy EV-2	<p>Seek, Retain, and Promote Businesses that Enhance San Rafael</p> <p>Recruit and retain businesses that contribute to our economic vitality, thus helping to provide needed local goods, services and employment, and enhance the City’s physical environment.</p>	Shorten the title to “Business Attraction and Retention.” Avoid repetition with Policy EV-1 (re: City services).	
Program EV-2a	<p>Business Retention. Continue the business retention program in partnership with the Chamber of Commerce to keep existing businesses thriving in San Rafael.</p>	Carry forward (and incorporate EV-2c). The focus is on partnerships with the Chamber to promote, recruit, and sustain local businesses.	
Program EV-2b	<p>Infill and Reuse Opportunities. Identify redevelopment opportunities and expansion potential and make this information available for the real estate community. Prepare an inventory of vacant and underutilized sites that could be redeveloped for more beneficial use. Address the type of infill appropriate, intensity of use, fiscal impacts, other likely impacts, and timing/phasing issues.</p>	Merge the first two sentences. Also, this should be characterized as an ongoing activity and not a one-time survey. City should provide site location assistance to prospective businesses by maintaining a data base of vacant and underutilized sites and properties.	
Program EV-2c	<p>Partnership with the Chamber. Continue to support the Chamber of Commerce’s business promotion and recruitment efforts.</p>	Merge with EV-2a.	
Program EV-2d	<p>Promoting Revenue-Generating Businesses. Enhance San Rafael’s fiscal climate by promoting high revenue-generating industries, such as automotive sales, building trades and home furnishings.</p>	Make this a policy rather than a program. Carry forward—are there other high revenue industries that should be added?	
Program EV-2e	<p>Street Vendors. Continue to implement regulations and permit procedures for mobile vendors.</p>	Seems like the wrong place for this action (business promotion)? Should this be in Land Use? Consider a policy that encourages appropriately regulated pop-ups and mobile vendors.	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Policy EV-3	Tourism Recognize and support tourism as a significant contributor to San Rafael’s economy.	Remains relevant—carry forward.	
Program EV-3a	<i>Tourism Strategies. Explore strategies to take advantage of tourism opportunities in the County, to improve hotel and conference facilities in San Rafael, and to support the City’s, Chamber’s and Business Improvement District’s tourism enhancement programs.</i>	<i>Carry forward—are there recent Chamber or BID initiatives that should be referenced here? Are there additional actions (marketing, branding, etc.?)</i>	
Policy EV-4	Local Economic and Community Impacts In addition to review of environmental, traffic and community design impacts, take the following into account when major projects, policies and land use decisions are under review: <ul style="list-style-type: none"> • Fiscal impacts on the City’s ability to provide and maintain infrastructure and services. • Impacts on the community such as the provision of jobs which match the local workforce, commute reduction proposals, and affordable housing. • Additional or unique economic, fiscal and job-related impacts. • Fiscal and community impacts of not approving a project, plan or policy. 	Carry forward---are there ways to strengthen this policy to further support business growth and economic success? Add new bullet: <ul style="list-style-type: none"> • Community benefits, such as open space, public art, child care, and affordable housing 	
Program EV-4a	<i>Economic Impacts. Continue and expand identification and evaluation of relevant economic impacts in staff reports to Planning Commission and City Council.</i>	<i>“...<u>economic and fiscal</u> impacts...”</i>	
Policy EV-5	Strengthen Positive Relationships Strengthen the positive working relationships among the business community, neighborhoods, surrounding communities and City government.	Carry forward as is.	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program EV-5a	Marin County Economic Commission. Work with the Marin County Economic Commission on shared approaches to the economic health of the region and on ways to encourage businesses to remain in and move to San Rafael.	Still valid—carry forward. Also, participate in regional forums and network with organizations like the Bay Area Council?	
Program EV-5b	Communications with Residents. Regularly communicate with residents regarding relevant economic issues. Maintain consistent and accessible contact with residents through, for example, monthly meetings with neighborhood associations, and the City newsletter and website.	This should also acknowledge the role of the Citizens Advisory Commission on Affordable Housing and Economic Development.	
Program EV-5c	Chamber of Commerce and Business Improvement District. Continue regular meetings to coordinate with and support the Chamber of Commerce and Downtown Business Improvement District.	Still valid – carry forward.	
Policy EV-6	Shop Locally Encourage local purchase of goods and services by residents, workers, businesses and City government so as to cycle dollars back into our local economy and generate revenue for the City.	Not that this also helps achieve greenhouse gas reduction goals and improves the vibrancy of local shopping districts.	
Program EV-6a	Event Promotion. Continue to promote events that bring people to Downtown, Northgate and other community commercial centers to support local businesses.	Still valid—carry forward.	
Program EV-6b	Education about ‘Shop Locally.’ Support the Chamber of Commerce and the Business Improvement District in their efforts to educate people about the benefits of shopping locally.	Still valid—carry forward.	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program EV-6c	Local Preference. <i>Where other factors, such as price, are equal, the City should give preference to purchasing goods and services from local vendors.</i>	<i>Still valid—carry forward. Is this done in practice?</i>	
Policy EV-7	Environmentally-Friendly Business Practices Promote environmentally friendly business practices that reduce the need for non-renewable resources.	Not just environmentally friendly, but also sustainable. Develop new actions as needed to connect this to the Climate Change Action Plan and the goal of working with the business sector to achieve GHG reduction from the commercial sector (through recycling and composting, renewable energy, etc.).	
Program EV-7a	Green Business Practices. <i>Coordinate with Marin County, environmental organizations and the Chamber of Commerce to promote green business practices (alternate transportation modes, energy conservation, water conservation, packaging reduction, etc.) and the County’s Green Business Certification Program. Previous accomplishments have included promotion of environmentally-friendly business practices through the City’s sustainability web pages, obtaining a green business certification for the City Hall, and City staff’s participation with the Chamber of Commerce Green Business Committee and help in promoting green businesses.</i>	<i>Carry forward, and reference relevant Climate Action Plan programs (green business certification, LEED construction, etc.)</i>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Goal 9	A RANGE OF GOODS AND SERVICES. The goal of San Rafael is to have an economy that provides a full range of goods and services, business, employment, educational and training opportunities, and ample work force housing. <i>San Rafael's economy is balanced. The City enjoys a broad diversity in its local business communities, which include industrial concerns, knowledge-based companies, professional and financial services, retail, cultural and entertainment providers, and restaurateurs.</i>	Potentially streamline and simplify. The goal is a diverse and balanced local economy that provides a full range of goods and services. Or...potentially realign Goals 8 and 9? One goal should be to foster business success (and related fiscal benefits that sustain City services). The other is to provide diverse goods and services for residents and businesses.	
Policy EV-8	Diversity of our Economic Base Keep San Rafael a full-service city by retaining and supporting a broad and healthy range of businesses.	OK—but this basically restates the goal. Merge this into the goal? Note: Program 8a was deleted in a prior amendment.	
Program EV-8b	Industrial Zoning. Maintain zoning for industrial areas to the extent feasible to prevent a loss of industrial businesses.	<i>This is a major issue and should be addressed through its own policy, with appropriate implementing programs.</i>	
Policy EV-9	Business Assistance Programs Support the creation and retention of programs that assist small businesses.	Still relevant, but the programs listed below are not very robust. Are there others? (façade improvements, street lighting, signage, landscaping, business directories, design assistance, etc.)?	
Program EV-9a	Business Education. <i>Work with the Chamber of Commerce and other public and private organizations to strengthen business education programs.</i>	<i>Still valid—carry forward.</i>	
Program EV-9b	Business Incubation. <i>Evaluate the feasibility for business mentoring and incubation programs that could be undertaken in cooperation with public, institutional and/or private sector partners.</i>	<i>Still valid—carry forward. Suggest adding another program to encourage co-working spaces that are conducive to start-ups, self-employment, etc.</i>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Policy EV-10	<p>Cooperation with Local Training and Education Efforts</p> <p>Assist and support the efforts of business associations, labor organizations, businesses, non-profit organizations, cities, county, state, and schools in providing job and language skills training programs and business education.</p>	<p><i>Retitle as “Workforce Development”—potentially add new program below to support ongoing re-training of workforce as technology changes.</i></p> <p><i>Also potentially add a program relating to seniors, acknowledging this growing segment of the workforce?</i></p>	
Program EV-10a	<p>City Internships and Mentoring. Continue to participate in mentoring and internship programs, including cooperation with other agencies and organizations.</p>	<p><i>Carry forward. Add apprenticeships.</i></p>	
Program EV-10b	<p>English as a Second Language. Continue to support community wide efforts to provide English as a Second Language (ESL) training, citizenship, and other educational priorities as expressed by neighborhoods.</p>	<p><i>Carry forward. Are there specific programs supported by Canal Alliance, Multicultural Center of Marin, etc. that should be acknowledged here?</i></p>	
Program EV-10c	<p>Workforce Education. Support the education of the workforce in order to strengthen skills needed to fill jobs in the community.</p>	<p><i>Carry forward. Add partnerships between businesses, schools, etc? Vocational training?</i></p>	
Policy EV-11	<p>Promotion of Workplace Alternatives. Promote the establishment of workplace alternatives, including home-based businesses, telecommuting and satellite work centers.</p>	<p><i>Carry forward. Replace “satellite work centers” with co-working/ shared office space and meeting facilities.</i></p>	
Program EV-11a	<p>Home Occupations. Work with neighborhood organizations and business owners to reexamine and update home occupation zoning regulations to reflect changing trends. Continue to enforce compliance of unlicensed home businesses.</p>	<p><i>Carry forward. Is last sentence necessary here? Avoid punitive language in this Element. Change to “Encourage greater awareness of home business licensing requirements.”</i></p>	
Program EV-11b	<p>Telecommute Policy. Consider establishing a telecommute policy for City employees.</p>	<p><i>Can this be dropped? Check Climate Change Action Plan on this subject.</i></p>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<i>Program EV-11c</i>	<i>Workplace Alternatives. Encourage employers to offer workplace alternatives and promote the formation of satellite business centers.</i>	<i>These are two different actions. Both are still valid, though the first is more of a transportation demand management measure.</i>	
Policy EV-12	Workforce Housing Aggressively encourage creation and retention of workforce housing, both owner and renter-occupied especially for public safety and community service personnel.	Good—carry forward. Text should clearly define “workforce housing” as this term is not universally understood. Is the proviso to focus on “public safety and community service personnel” still appropriate?	
<i>Program EV-12a</i>	<i>Benefits of Workforce Housing. Educate residents regarding the benefits to the community of workforce housing.</i>	<i>OK to carry forward. Identify community partners (Marin Housing Action Initiative, etc.)</i>	
<i>Program EV-12b</i>	<i>Housing Opportunities for Local Public Service Workers. Aggressively support efforts to build and retain workforce housing opportunities for local public service workers such as, but not limited to, public safety employees and community service personnel.</i>	<i>Add teachers?</i>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<p>GOAL 10</p>	<p>DISTINCTIVE BUSINESS AREAS It is the goal for San Rafael to have vital and attractive business areas, each with a distinctive character and emphasis. <i>San Rafael has a broad spectrum of businesses. The business areas within Downtown, North San Rafael, East San Rafael, West Francisco Boulevard and the Miracle Mile maintain the community’s position as a full service city. In addition to these districts, there are distinct, attractive and convenient neighborhood-serving retail centers.</i></p>	<p>OK to carry forward. Cross-reference Land Use Element and Neighborhoods Element policies for business districts.</p>	
<p>Policy EV-13</p>	<p>Business Areas Promote San Rafael’s economy and the strengths and benefits of all of its business areas. Pursue actions that revitalize and sustain San Rafael’s business areas such as:</p> <ul style="list-style-type: none"> • Planning and managing the supply and operations of parking. • Beautification efforts along City public areas, such as installation and maintenance of planters, street trees, and lighting. • Housing and economic development. • Multi-modal circulation improvements for residents, workers, suppliers and customers. 	<p>Carry forward, though edit to focus more clearly on the importance of ongoing efforts to sustain the City’s business districts through planning, capital projects, public and private investment, partnerships, etc.</p> <p>Should specifically address the long-term viability of the City’s retail centers, adapting the retail mix in response to national trends, updating and re-tenanting (or repurposing) centers that are outdated, activating public spaces, etc.</p>	
<p>Program EV-13a</p>	<p>Zoning Regulations. <i>Review zoning and development regulations for each business area and make sure that they are consistent with the objective of strengthening the unique economic role of each area.</i></p>	<p><i>This sounds like a one-time effort, but it is ongoing. Edit “Regularly review zoning and development regulations...”</i></p>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Policy EV-14	<p>Support for Business Areas</p> <p>Support and encourage public and private redevelopment and upgrading of both existing and underdeveloped commercial and industrial properties, while retaining economic and architectural diversity.</p>	<p>Simplify: “Encourage upgrading of commercial and industrial properties without losing the economic and architectural diversity of the City’s business districts.”</p> <p>Implementing action needed to support BIDs and other programs that enable commercial district success?</p>	
Policy EV-15	<p>Mutual Support Between Business Areas and Adjacent Neighborhoods</p> <p>Promote productive relationships between residential neighborhoods and adjoining business areas to foster positive interaction.</p>	<p>OK to carry forward. Recognize the benefits to neighborhoods of having services within walking distance. Also, potentially include an action below that deals specifically with parking solutions?</p>	
Program EV-15a	<p><i>Business/Neighbor Collaboration. Seek innovative ways for businesses and their residential neighbors to collaboratively solve mutual concerns. Encourage conflict resolution between businesses and neighbors.</i></p>	<p>OK to carry forward. But don’t just focus on issues of concern and conflict—also look at opportunities to provide services that benefit neighborhoods, or housing that sustains nearby local businesses.</p>	
Program EV-15b	<p><i>Neighborhood Upgrades. Through development review, encourage neighborhood-friendly improvements, such as pedestrian and bicycle facilities and gathering places where appropriate that can be used by workers and residents.</i></p>	<p>Edit for clarity. Not just through development review, but also through neighborhood-level planning and capital improvement programming.</p>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Goal 11	CREATIVE INFILL , The goal of San Rafael is to have creative infill development and redevelopment that takes maximum advantage of our existing resources. <i>Little vacant land remains in San Rafael. Further development will have to be extremely creative, utilizing infill wherever possible, together with redevelopment designed to obtain the highest and best use of our limited space, and the preservation of open space and ecologically-sensitive areas. In some areas, reinvestment is needed to upgrade or replace buildings and make other improvements so that these commercial areas are more competitive and better serve the community.</i>	Suggest deleting this goal and making this a policy under Goal 8. The policy is to recognize commercial and industrial land as an essential asset that should be used wisely to strengthen San Rafael's economy. Policies EV-16 and EV-17 can fit logically under the other three goals in this element.	
Policy EV-16	Partnerships for Infill Development. Encourage public/private partnerships as one means of redeveloping and revitalizing deteriorated and underdeveloped areas.	Remains valid. Carry forward as is. Emphasize reuse of vacant (or blighted) buildings and properties.	
Program EV-16a	Public/Private Partnerships. <i>Identify and pursue promising public/private opportunities for partnerships in infill development.</i>	<i>OK to carry forward, but more or less the same as the policy. Can this be more proactive?</i>	
Policy EV-17	Development Review Expedite the development review process by encouraging design excellence, and effective community involvement.	May not be needed—already covered in other chapters.	
Program EV-17a	Pre-submittal Process. <i>Review the pre-submittal process to identify ways to foster quality project submittals. Refine the neighborhood notification and meeting procedures to ensure productive involvement in the development review process. Periodically update the pre-application process and public notice requirements for streamlining and consistency.</i>	<i>Program is good and still relevant but could potentially be placed under a different policy. Emphasize the need for regular review of zoning regs.to respond to changes in technology, market trends, changing workplace patterns, etc.</i>	

ECONOMIC VITALITY POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
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Ideas for additional policies (based on best practices in Economic Development Elements):

1. Create a favorable environment for business in San Rafael (e.g., taxes, regulations, permit streamlining, ease of doing business, etc.)
2. Ensure the availability and reliability of infrastructure (water, sewer, power) to support local businesses
3. Develop the technology infrastructure needed to keep the City's office market competitive—e.g., high-speed fiber optic communications, sustainable energy systems, high performing utilities, and convenient access to business networks
4. Ensure adequate provisions for trucks and commercial goods movement in East San Rafael and Northgate Business Park areas
5. Improve access to SMART for local employees (shuttles etc.)
6. Elevate the role of Downtown San Rafael as a regional economic hub and destination
7. Allow for employee serving retail in business areas (under Goal 10—this is also in Land Use Element)
8. Promote San Rafael as a retail destination (Downtown and Northgate in particular)
9. Identify core industries and clusters to focus on in economic development efforts (tech? medical? entertainment? distribution? services?)
10. Support supply chains for the City's core industries—encourage business to business relationships and transactions
11. Improve San Rafael's competitive edge relative to other Marin cities and mid-sized Bay Area cities
12. Preserve the city's limited supply of industrial land
13. Address business needs/ economic changes associated with the senior / aging population? (need for services, etc.)
14. Expand the health sector and health care services
15. Expand marketing and branding of San Rafael as a great place to invest, shop, work, grow, etc.
16. Create positive media coverage of San Rafael and increase the City's presence at trade shows, etc.
17. Promote San Rafael as a waterfront city and leverage the city's connections to the canal and Bay shoreline
18. Promote special events which highlight San Rafael's vibrant arts and cultural scene (street painting, music, Civic Center, Marin County Fair, etc.)
19. Sustain the amenities that attract businesses to the City like a traditional Downtown, great schools and parks, diverse housing choices, restaurants, etc.

Possible new actions:

1. Explore concierge programs to reach out to local businesses?
2. Develop a Comprehensive Economic Development Strategy?
3. Seek input from business community on regulatory barriers?
4. Improve City's website (or link to Chamber's website) to make it easier to get info on local businesses?
5. Support recognition programs for exemplary businesses (awards programs, etc.)
6. Explore micro-grids and other energy advances in the industrial area that increase resilience in the event of outages

Others?