

CITY OF SAN RAFAEL

ECONOMIC DEVELOPMENT STRATEGIC PLAN BUSINESS & COMMUNITY SURVEY RESULTS APPENDIX

January 2023



El Segundo, CA
TEL: 424-297-1070 | URL: www.kosmont.com

BUSINESS SURVEY

BUSINESS SURVEY RESULTS

OVERVIEW

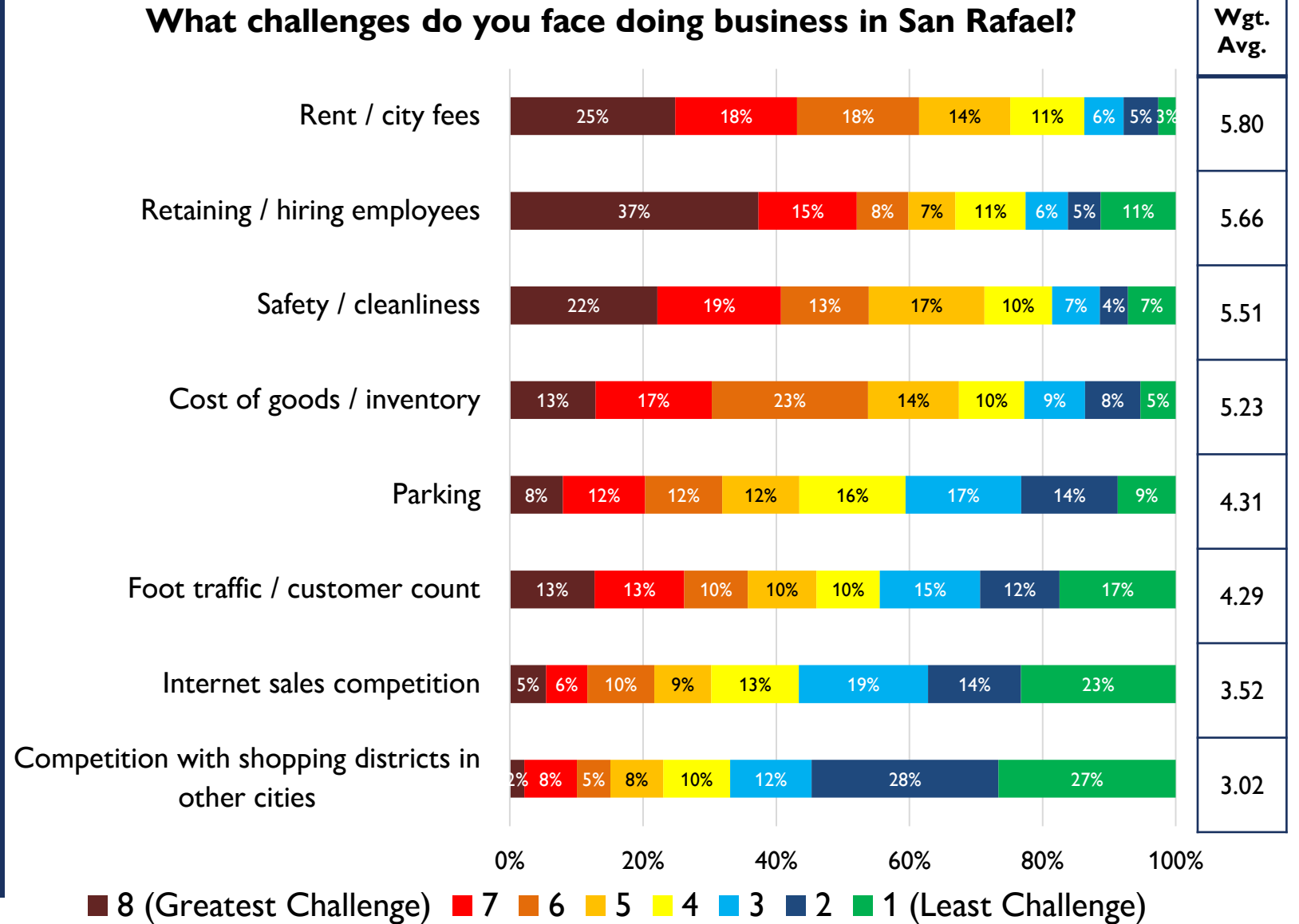
- The online survey conducted in December 2022 provided feedback from businesses to help plan for San Rafael's future. 228 surveys were submitted; ~29% were from members of the San Rafael Chamber of Commerce, and ~15% of responses were from members of the San Rafael Downtown Business Improvement District.
- Results show that the top challenges facing businesses in San Rafael includes High Rent / City Fees, Retaining / Hiring Employees, Safety / Cleanliness.
- The top City priorities identified in the survey include Homelessness, Cleanliness / Appearance / Illegal Dumping, Improving Public Safety, Housing, and Sustainability / Climate Change.

BUSINESS SURVEY RESPONSE COMPOSITION

Business Location	Count of Respondents	% of Respondents	Business Type	Count of Respondents	% of Respondents	Business Size	Count of Respondents	% of Respondents
Downtown	95	42%	Professional / Technical / Scientific Services	55	24%	Sole Proprietor	83	36%
Terra Linda / North San Rafael	61	27%	Retail	28	12%	More than 1 and less than 9 employees	86	38%
East San Rafael	18	8%	Personal Services	26	11%	10-24 employees	31	14%
Montecito, Loch Lomond, Peacock Gap Neighborhood	14	6%	Healthcare / Social Assiis	24	11%	25-99 employees	11	5%
Canal Neighborhood	6	3%	Real Estate / Rental	23	10%	More than 100 employees	11	5%
West Francisco Blvd	5	2%	Accommodation and Food Service	13	6%	Other	6	3%
Woodland / Bret Harte	9	4%	Art, Entertainment, and Recreation	13	6%	Total	228	100%
Other / blank	20	9%	Construction-related	10	4%			
Total	228	100%	Finance and Insurance	9	4%	Membership (not mutually exclusive)	Count of Respondents	% of Respondents
			Wholesale	8	4%	Downtown Business Improvement District	33	15%
			Automotive / Transport	6	3%	San Rafael Chamber of Commerce	65	29%
			Manufacturing	6	3%			
			Education Services	5	2%			
			Total	228	100%			

SURVEY RESULTS BUSINESS CHALLENGES

Survey responses show that many firms cite Rent / City Fees, Retaining / Hiring Employees, Safety / Cleanliness as high-ranking challenges to their businesses.



SURVEY RESULTS BUSINESS CHALLENGES

Business challenges results varied by the location of firms, employee count, and industry. The tables at the right summarize the challenges facing these different firm types

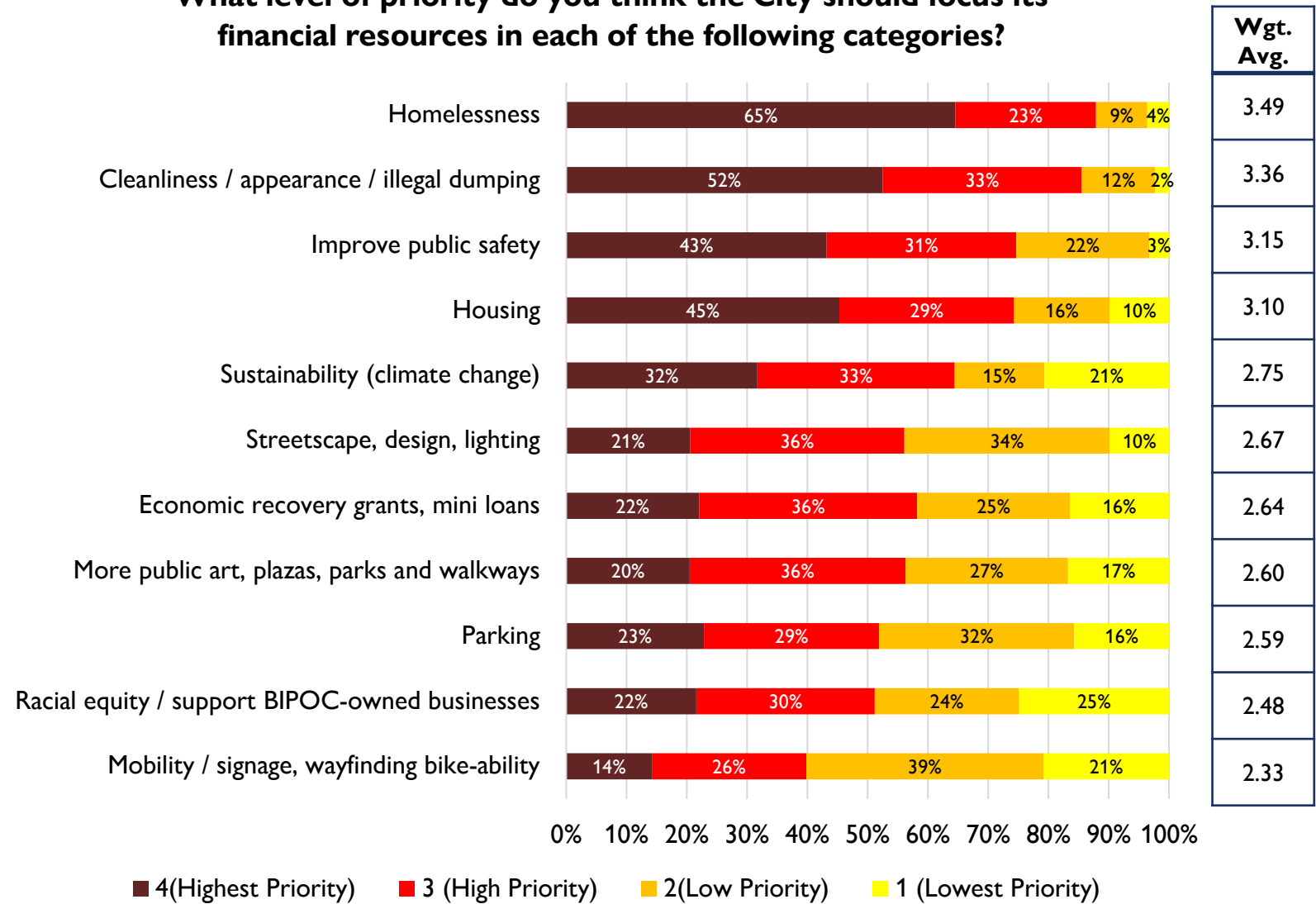
Downtown Firms	
Greatest challenges ...	Lowest challenges...
<ul style="list-style-type: none"> • Safety / cleanliness • Rent / city fees • Retaining / hiring employees 	<ul style="list-style-type: none"> • Competition with other shopping districts • Internet sales competitio • Cost of goods / inventory
Terra Linda / North San Rafael Firms	
Greatest challenges ...	Lowest challenges...
<ul style="list-style-type: none"> • Retaining / hiring employees • Rent / city fees • Cost of goods / inventory 	<ul style="list-style-type: none"> • Parking • Competition with other shopping districts • Foot traffic / customer count
East SR / Canal / West Francisco Blvd Firms	
Greatest challenges ...	Lowest challenges...
<ul style="list-style-type: none"> • Cost of goods / inventory • Rent / city fees • Retaining / hiring employees 	<ul style="list-style-type: none"> • Competition with other shopping districts • Parking • Internet sales competition
Firms with Less Than 10 Employees	
Greatest challenges ...	Lowest challenges...
<ul style="list-style-type: none"> • Safety / cleanliness • Rent / city fees • Cost of goods / inventory 	<ul style="list-style-type: none"> • Competition with other shopping districts • Internet sales competition • Foot traffic / customer count
Retail / Accommodation / Food Service Firms	
Greatest challenges ...	Lowest challenges...
<ul style="list-style-type: none"> • Foot traffic / customer count • Retaining / hiring employees • Cost of goods / inventory 	<ul style="list-style-type: none"> • Competition with other shopping districts • Internet sales competition • Parking

SURVEY RESULTS

CITY PRIORITIES

Survey responses show that many firms chose Homelessness, Cleanliness / Appearance / Illegal Dumping, Improving Public Safety, Housing, and Sustainability / Climate Change as the top priorities that the City should focus its financial resources.

What level of priority do you think the City should focus its financial resources in each of the following categories?



SURVEY RESULTS CITY PRIORITIES

City priorities results varied by the location of firms, employee count, and industry. The tables at the right summarize the challenges facing these different firm types

Downtown Firms	
Highest priority...	Lowest priority...
<ul style="list-style-type: none"> • Homelessness • Cleanliness / appearance / illegal dumping • Improve public safety 	<ul style="list-style-type: none"> • Mobility / signage, wayfinding bike-ability • Racial equity / support BIPOC-owned businesses • Sustainability / Climate Change
Terra Linda / North San Rafael Firms	
Highest priority...	Lowest priority...
<ul style="list-style-type: none"> • Homelessness • Cleanliness / appearance / illegal dumping • Improve public safety 	<ul style="list-style-type: none"> • Parking • Mobility / signage, wayfinding bike-ability • Racial equity / support BIPOC-owned businesses
East SR / Canal / West Francisco Blvd Firms	
Highest priority...	Lowest priority...
<ul style="list-style-type: none"> • Cleanliness / appearance / illegal dumping • Homelessness • Improve public safety 	<ul style="list-style-type: none"> • Mobility / signage, wayfinding bike-ability • Racial equity / support BIPOC-owned businesses • More public art, plazas, parks and walkways
Firms with Less Than 10 Employees	
Highest priority...	Lowest priority...
<ul style="list-style-type: none"> • Homelessness • Cleanliness / appearance / illegal dumping • Improve public safety 	<ul style="list-style-type: none"> • Mobility / signage, wayfinding bike-ability • Racial equity / support BIPOC-owned businesses • Economic recovery grants, mini loans
Retail / Accommodation / Food Service Firms	
Highest priority...	Lowest priority...
<ul style="list-style-type: none"> • Homelessness • Cleanliness / appearance / illegal dumping • Improve public safety 	<ul style="list-style-type: none"> • Mobility / signage, wayfinding bike-ability • Sustainability / Climate Change • Racial equity / support BIPOC-owned businesses

SURVEY RESULTS FUNDING IDEAS

Businesses were asked to what extent they would support the following ideas to fund BID operations, and provide other resources to the business community:

- Increase transient occupancy taxes on overnight hotel stays (current rate is 12%) – supported by 52% of survey respondents
- Increase parking fees (street meters and parking structure) – supported by 25% of survey respondents

Support for these funding ideas varied by business organization membership, firm location, and firm type as shown in tables.

Increase Transient Occupancy Tax on Overnight Hotel Stays

	% Support Among Group
Overall	52%
<u>Membership</u>	
Chamber Members	60%
BID Members	61%
<u>Firm Location</u>	
Downtown Businesses	54%
Terra Linda / North San Rafael Businesses	51%
Canal / East SR / West Francisco Blvd.	59%
<u>Firm Type</u>	
Retail / Accommodation / Food Service	68%
Professional / Technical Scientific Services / Finance and Insurance	52%
Personal Services	38%
Real Estate / Rental / Leasing	30%
Healthcare / Social Assistance	46%

Increase Parking Fees

	% Support Among Group
Overall	25%
<u>Membership</u>	
Chamber Members	31%
BID Members	21%
<u>Firm Location</u>	
Downtown Businesses	25%
Terra Linda / North San Rafael Businesses	20%
Canal / East SR / West Francisco Blvd.	31%
<u>Firm Type</u>	
Retail / Accommodation / Food Service	22%
Professional / Technical Scientific Services / Finance and Insurance	25%
Personal Services	15%
Real Estate / Rental / Leasing	26%
Healthcare / Social Assistance	29%

BUSINESS SURVEY FEEDBACK / RESPONSES

Some of the main themes that emerged in respondent free-response comments include:

- Improve downtown by making it more bike / pedestrian friendly; improve streetscape / beautification, particularly in the Downtown and gateway areas near the freeway
- Encourage entrepreneurship and innovation; address workforce housing and economic challenges facing small businesses; address economic challenges facing small businesses through programs and incentives
- Encourage community events, farmer markets and outdoor dining; Promote public art and entertainment
- Promote local businesses and encouraging community involvement; Increase foot traffic and retail options; Find ways to encourage businesses to stay open and bring customers to the business areas
- Promote San Rafael as a destination, and developing reasons for people to visit and stay in San Rafael
- Reduce bureaucracy, speed up permitting processes, and improve the City's fee / business regulation environment; assist with construction impacts



COMMUNITY SURVEY



COMMUNITY SURVEY SUMMARY

- An online survey was conducted in December 2022 provided feedback from residents to help plan for San Rafael's future. 112 surveys were submitted, with around ~94% of responses coming from San Rafael residents. 60% live in Council District 2, 53% of respondents have lived in San Rafael for over 20 years, and 73% of respondents were at least 55 years old.
- Results show that respondents highly value a wide variety of new developments in the Downtown and North San Rafael areas, including Arts / Cultural / Educational options, Shopping / Other Retail, Fine Dining, Family Restaurants, Gathering Places, and Multifamily Housing.
- Results also show support for City investment in civic improvements / amenities, with the top-ranking choices including Cleanliness / Appearance, Traffic Flow, Safety, Mobility / Walkability / Bike-ability / Transit, Public Art / Plazas / Walkways, and Streetscape / Design.

COMMUNITY SURVEY RESPONSE COMPOSITION

Respondent Type	Count of Respondents	% of Respondents
San Rafael resident	101	94%
Employee with a job in San Rafael	11	10%
Business owner in San Rafael	20	19%
Commercial property owner in San Rafael	2	2%
Investor or Developer	3	3%
Commuter to work outside of San Rafael	5	5%
Total (Unique Respondents)	108	100%

Respondent Age	Count of Respondents	% of Respondents
Under 18	0	0%
18-24	1	1%
25-34	4	4%
35-44	12	11%
45-54	12	11%
55-64	31	28%
65+	50	45%
Total	110	100%

Resident Council District	Count of Respondents	% of Respondents
Council District 1 (includes Canal, Francisco Blvd)	4	4%
Council District 2 (includes most of Downtown, Gerstle Park, West End, Fair Hills, Sun Valley)	60	57%
Council District 3 (includes Dominican, Black Canyon, Montecito, Happy Valley, Loch Lomond, Glenwood, Peacock Gap, Civic Center)	15	14%
Council District 4 (includes Terra Linda, North San Rafael, Smith Ranch, Mont Marin, San Rafael Park)	26	25%
Total	105	100%

Resident Tenure	Count of Respondents	% of Respondents
0-4 years	8	8%
5-9 years	13	12%
10-14 years	18	17%
15-19 years	11	10%
20+ years	56	53%
Total	106	100%

SURVEY RESULTS

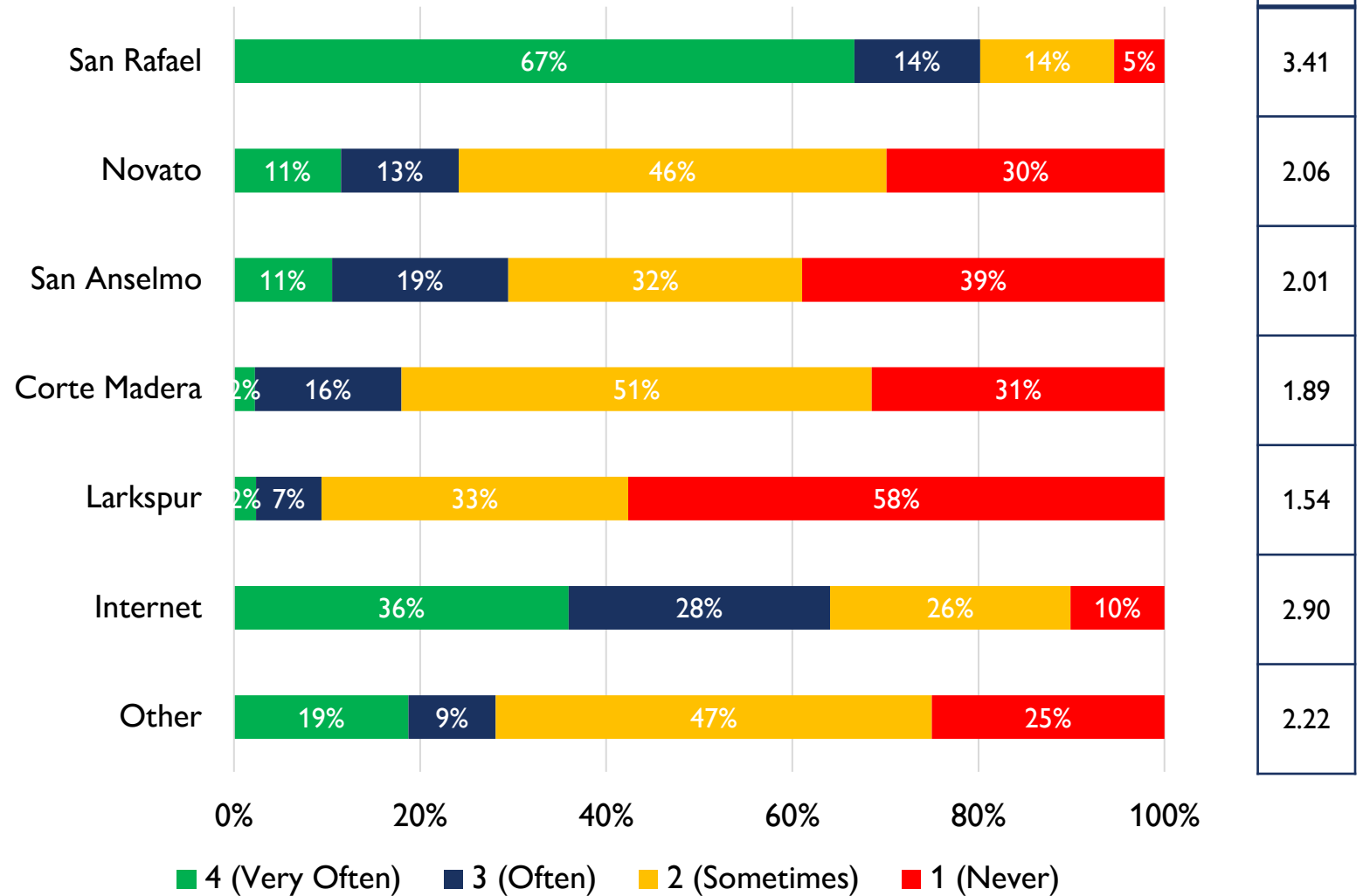
WEEKLY SHOPPING

Survey responses show that ~81% of respondents conduct their weekly shopping “often” or “very often” in San Rafael. The most popular weekly shopping destinations other than San Rafael include Novato and San Anselmo, with a smaller portion of respondents choosing Corte Madera or Larkspur.

Around 64% conduct their weekly shopping via the internet either “often” or “very often”.

Totals exceed 100% as many people list more than one location

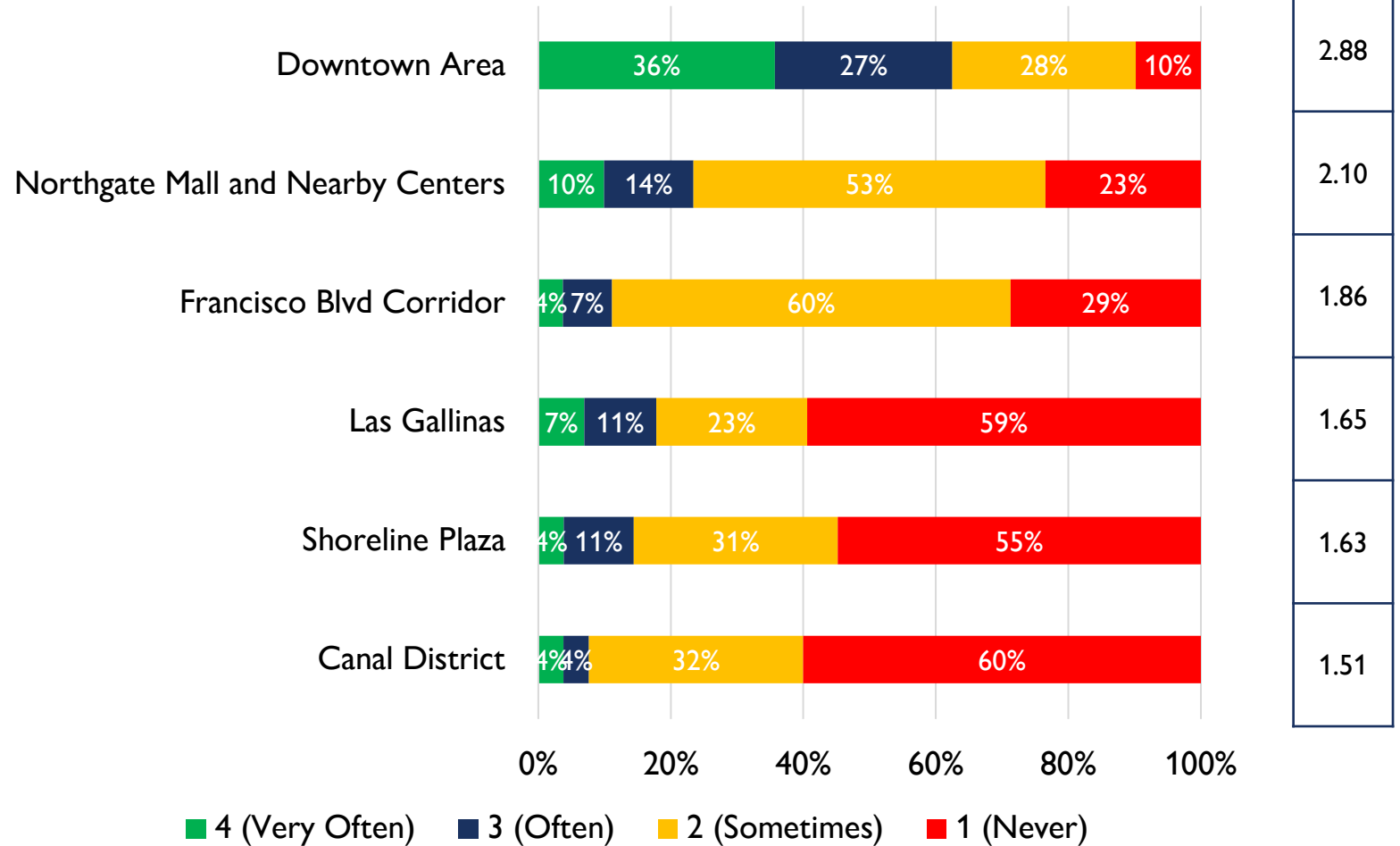
Where do you conduct your weekly shopping?



SURVEY RESULTS BUSINESS DISTRICTS

Survey responses show that ~63% of respondents visit the Downtown Business District “often” or “very often”. The next most popular business districts in San Rafael is Northgate Mall / Surrounding Centers, with ~24% visiting at least “often”.

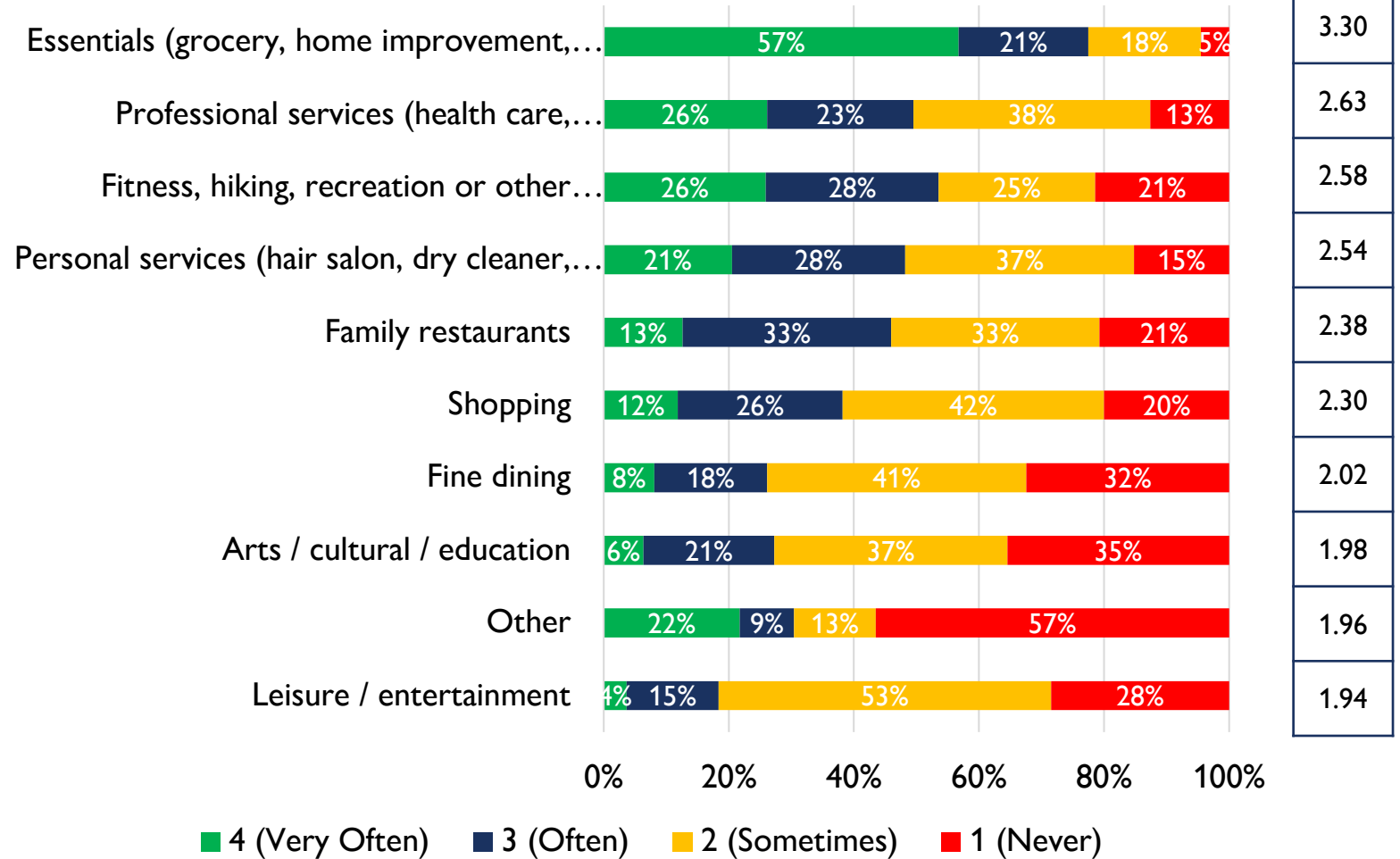
How Often do you Visit Each of the Following Business Districts in San Rafael



SURVEY RESULTS BUSINESS DISTRICTS VISIT PURPOSE

Survey responses show that ~78% of respondents visit the San Rafael business districts “often” or “very often” for Essential purchases. Other common purposes include Professional Services, Fitness, and Personal Services; the least common purposes include Leisure / Entertainment, Arts / Cultural / Education, and Fine Dining.

How often do you visit business districts in the City of San Rafael for the following purposes

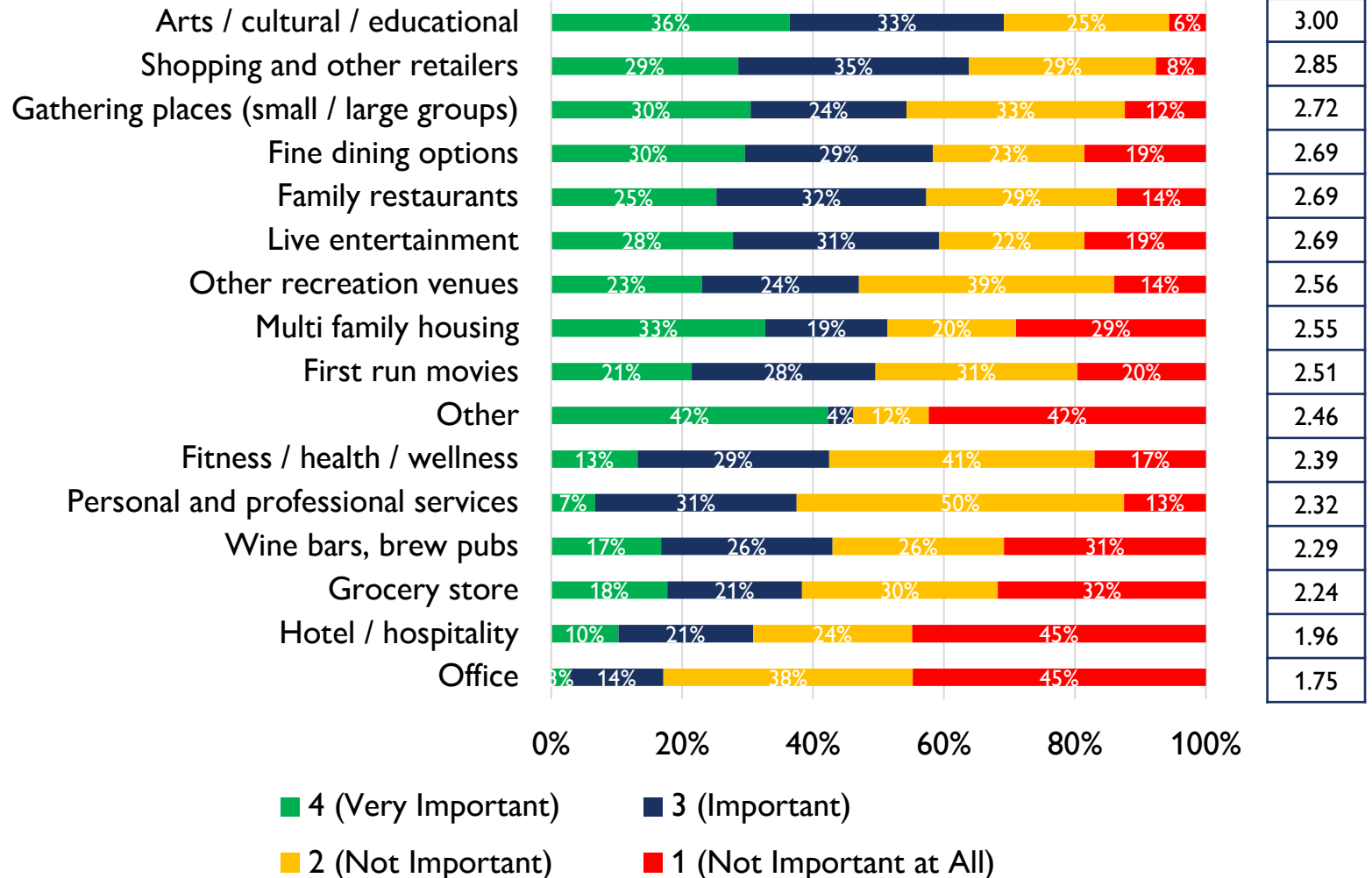


SURVEY RESULTS NEW BUSINESSES DOWNTOWN

Survey responses show that greater than 50% of respondents chose “Important” or “Very Important” for a wide variety of new business types in the Downtown area:

- Arts / Cultural / Educational (69%)
- Shopping / Other Retail (64%)
- Live Entertainment (59%)
- Fine Dining (58%)
- Family Restaurants (57%)
- Gathering Places (54%)
- Multifamily Housing (51%)
- First Run Movies (50%)

What types of new additional businesses would you like to see in Downtown San Rafael

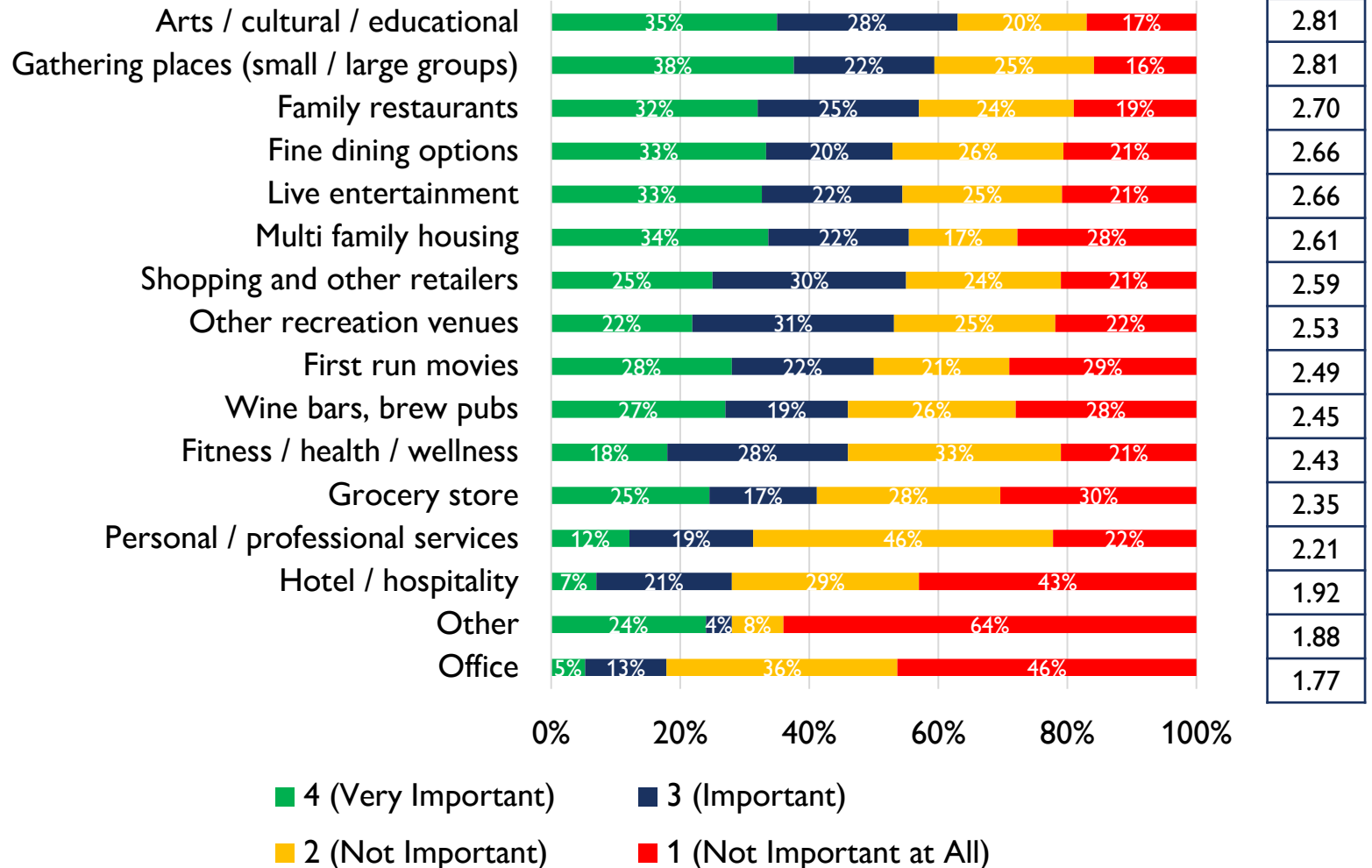


SURVEY RESULTS NEW BUSINESSES NORTH SAN RAFAEL

Survey responses show that greater than 50% of respondents chose “Important” or “Very Important” for a wide variety of new business types in the North San Rafael area:

- Arts / Cultural / Educational (63%)
- Gathering Places (59%)
- Family Restaurants (57%)
- Multifamily Housing (55%)
- Shopping / Other Retail (55%)
- Live Entertainment (54%)
- Other Recreation (53%)
- Fine Dining (53%)
- First Run Movies (50%)

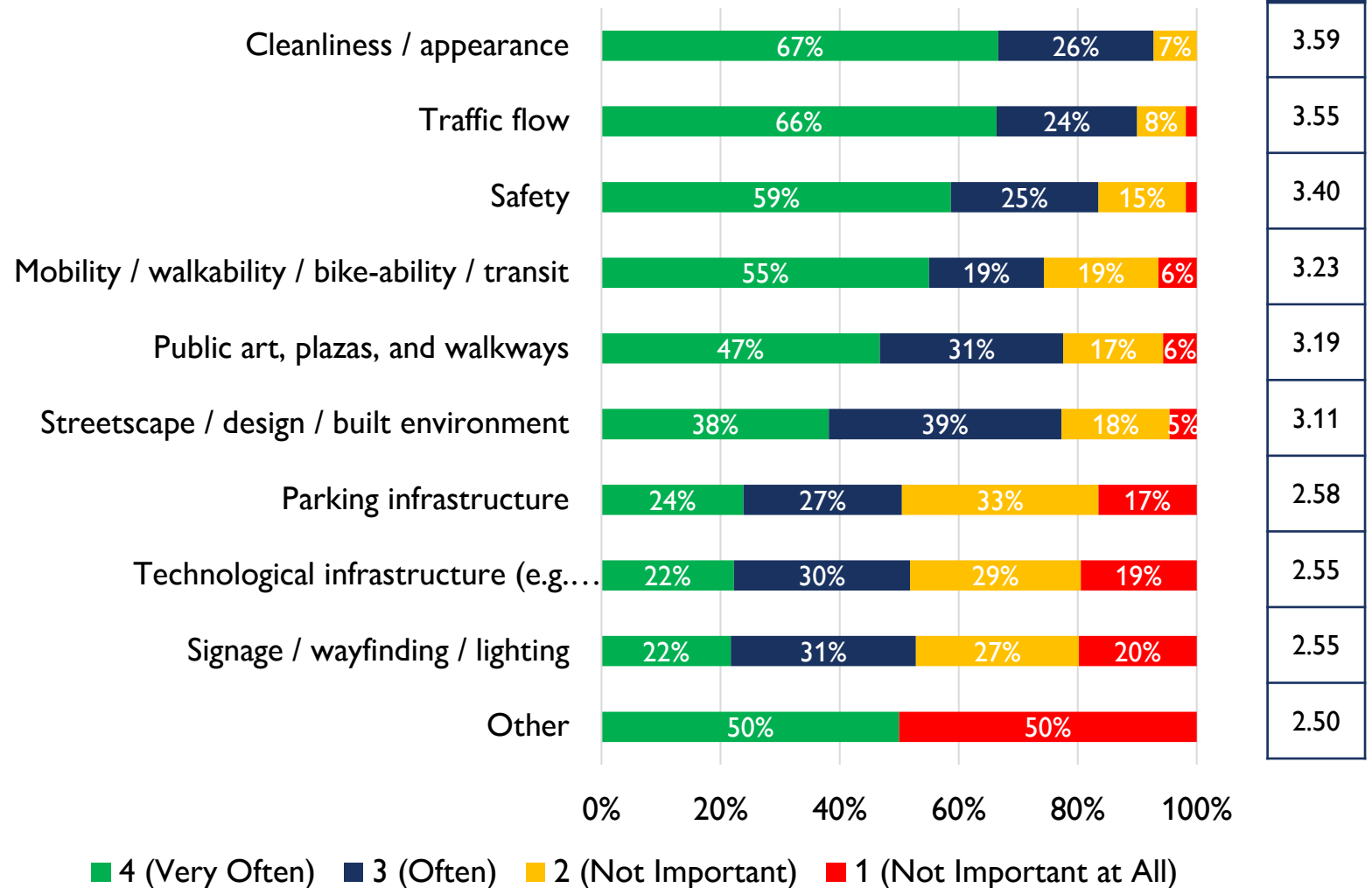
What types of new additional businesses would you like to see in North San Rafael



SURVEY RESULTS CIVIC IMPROVEMENTS

Survey responses show support for a wide variety of civic improvements / amenities, with the top ranking choices including Cleanliness / Appearance, Traffic Flow, Safety, Mobility / Walkability / Bikeability / Transit, Public Art / Plazas / Walkways, and Streetscape / Design / Built Environment.

Which of the following civic improvements / amenities should the City invest in for San Rafael



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