



Vision

*What are our long-term objectives for this Committee? (3-5 years)*

1. Promote economic vitality within San Rafael.
2. To show value to our members and to the San Rafael business community
3. Strengthen the local economy
4. Determine the obstacles that exist to businesses' ability to remain, grow and hire in San Rafael



Mission

*Why does this committee or task force exist?*

To implement a core element of the Chamber's mission: "providing a strong voice in support of the economic vitality of our community". Securing the economic future of San Rafael



Champions

*Who are the Board Champions (Board Members Leading the Committee)?*

Vice-Chair of Economic Sustainability- Jaime Ortiz  
 Board Directors- Mark Carrington, Steve Fox, Josh Townsend  
 Former Board Chairs- Dirck Brinckerhoff, and Fred Divine



Objectives

*What are the specific measures of success for this committee? (Limit to one sentence)*

- Objective 1—Increase in local agency tax revenue resulting from increase in local economic activity.
- Objective 2—Reduction of vacancy rate of commercial real estate in San Rafael
- Objective 3—Increase in number of employment opportunities in San Rafael
- Objective 4— Increase positive responses from BRE interviews; increased report card for city and Chamber
- Objective 5— Decrease barriers to businesses ability to grow in San Rafael



Strategies

*How are we going to sustain this focus area over time? (Limit to one line or sentence)*

- Strategy 1—Present speakers from local agencies who are (i) knowledgeable about efforts to attract and retain businesses and (ii) implement government policy on such goals
- Strategy 2—Identify advocacy opportunities for the Chamber and the committee
- Strategy 3— Gain commitment from committee members and other partners to perform BRE interviews



Plans

*What is the work to be done? List activity, who will be responsible, when will it happen, and what is the budget impact. (Limit to one line or sentence)*

- Activity/Task #1—Committee members schedule and visit local businesses and complete interview survey. Compile the response information to build awareness of the issues that affect economic vitality and share with other agencies
- Activity/Task #2—Monitor existing and proposed city, county, local agency and state regulations that affect business vitality
- Activity/Task #3—Connect with Chamber members by (i) communicating existence and purpose of committee and (ii) soliciting member opinions and advocacy involvement
- Activity/Task #4—Cooperate with other local organizations focused on economic development
- Activity/Task #5—Recommend specific actions by the Board and other committees
- Activity/Task#6—Respond to requests from Board for consideration of specific issues