

CITY OF BELVEDERE

**CALL AND NOTICE OF SPECIAL MEETING
OF THE BELVEDERE CITY COUNCIL
JANUARY 24, 2022, 9:00 AM**

NOTICE IS HEREBY GIVEN that Sally Wilkinson, Mayor of the City of Belvedere, has called a special meeting of the Belvedere City Council to be held at 9:00 AM on January 24, 2022, via remote meeting to be held on Zoom, for the following purpose:

Strategic planning session to receive updates and discuss various projects and policy questions. The Council will take no action but may direct City staff to prepare materials for consideration on a future City Council agenda.

For further information, please contact City Hall.

/s/Beth Haener
City Clerk

450 San Rafael Avenue, Belvedere, CA 94920-2336 (415) 435-3838

**AGENDA – SPECIAL MEETING
BELVEDERE CITY COUNCIL
JANUARY 24, 2022, 9:00 A.M.
REMOTE MEETING**

On March 3, 2020 Governor Newsom proclaimed a State of Emergency due to the COVID-19 pandemic that remains in effect. This meeting will be held remotely consistent with Executive Order N-29-20 and Assembly Bill 361, modifying provisions of the Brown Act to allow remote meetings at the current time. Members of the public are encouraged to participate remotely via Zoom or telephone pursuant to the information and link below. Public comment will be accepted during the meeting. The public may also submit comments in advance of the meeting by emailing the City Clerk at: clerk@cityofbelvedere.org. Please write “Public Comment” in the subject line. Comments submitted one hour prior to the commencement of the meeting will be presented to the City Council and included in the public record for the meeting. Those received after this time will be added to the record and shared with City Councilmembers after the meeting.

City of Belvedere is inviting you to a scheduled Zoom meeting.

Topic: Belvedere Special City Council Meeting

Time: January 24, 2022, 9:00 A.M.

Join Zoom Meeting:

<https://us02web.zoom.us/j/83170571192?pwd=Q3BVYm5UdEtSNTFzV1lyRGxBR1o1UT09>

Webinar ID: 831 7057 1192

Passcode: 164197

877 853 5247 US Toll-free

888 788 0099 US Toll-free

The City encourages that comments be submitted in advance of the meeting. However, for members of the public using the Zoom video conference function, those who wish to comment on an agenda item should write “I wish to make a public comment” in the chat section of the remote meeting platform or use the raise hand function. At the appropriate time, the city clerk will allow oral public comment through the remote meeting platform. Any member of the public who needs special accommodations to access the public meeting should email the city clerk at clerk@cityofbelvedere.org, who will use her best efforts to provide assistance.

**AGENDA – SPECIAL MEETING
BELVEDERE CITY COUNCIL
JANUARY 24, 2022, 9:00 A.M.
REMOTE MEETING**

COMMENTS ON AGENDA ITEMS BY MEMBERS OF THE AUDIENCE

The audience will be given an opportunity to speak on each agenda item when it is called. Upon being recognized by the Mayor, please state your name, and limit your oral statement to no more than three minutes. The Council welcomes comments and questions raised by interested citizens but typically does not respond during the comment period.

9:00 A.M. CALL TO ORDER

OPEN FORUM

This is an opportunity for any citizen to briefly address the City Council on any matter that does not appear on this agenda. Upon being recognized by the Mayor, please state your name, and limit your oral statement to no more than three minutes. Matters that appear to warrant a more lengthy presentation or Council consideration may be agendaized for further discussion at a later meeting.

OTHER SCHEDULED ITEMS

1. Strategic planning session to receive updates and discuss various projects and policy questions. The Council will take no action but may direct City staff to prepare materials for consideration on a future City Council agenda.

ADJOURN

NOTICE: WHERE TO VIEW AGENDA MATERIALS

Staff reports and other materials distributed to the City Council are available for public inspection at the following locations:

- Online at www.cityofbelvedere.org/archive.aspx
- Belvedere City Hall, 450 San Rafael Avenue, Belvedere. *(Materials distributed to the City Council after the Thursday before the meeting are available for public inspection at this location only.)*
- Belvedere-Tiburon Library, 1501 Tiburon Boulevard, Tiburon.

To request automatic mailing of agenda materials, please contact the City Clerk at (415) 435-3838.

NOTICE: AMERICANS WITH DISABILITIES ACT
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The following accommodations will be provided, upon request, to persons with a disability: agendas and/or agenda packet materials in alternate formats and special assistance needed to attend or participate in this meeting. Please make your request at the Office of the City Clerk or by calling 415/435-3838. Whenever possible, please make your request four working days in advance.



CITY OF BELVEDERE

Memorandum

Date: January 21, 2022

To: Mayor and City Council

From: Craig Middleton, City Manager

Cc: Executive Management Team

Re: **City Council Retreat**

Thank you for participating in next week's virtual City Council Retreat. As a reminder, we will meet via Zoom from 9am to 1pm on Monday, January 24th. It is likely that the meeting will conclude earlier, but we appreciate your having reserved the 4-hour time block. Please let Beth or me know if you need additional information as to the Zoom link or other issues.

The Retreat will provide an opportunity for Council and Management to take stock of where we are and to discuss priorities for the 2022 year. The attached agenda reflects the input of Councilmembers and management staff. This year is likely to be dominated by a few key issues – those related to housing and the critical infrastructure project. These issues and other areas of concern to residents, such as impacts related to private and public construction projects and ensuring that our City continues to be age friendly, are included in the Retreat agenda. The Retreat offers an opportunity as well to review and possibly to fine tune how our citizens committees are organized, and to suggest options for celebrating Belvedere's many dedicated volunteers, especially as the community emerges from the pandemic.

The purpose of a Retreat is to reflect on and prioritize issues for further action by staff or Council. As such, staff seeks to provide in this package overview briefings rather than exhaustive discussions of each key issue. Please let me know if you would like additional information prior to the Retreat.

I look forward to seeing you on Monday and regret that omicron has conspired to keep us on the zoom platform rather than in a more congenial face-to-face setting. Here is the zoom link for the meeting:

Please click the link below to join the webinar:

[Zoom Link](#)

Attachments:

- Memo: Critical Infrastructure Project
- Current Council Committee Assignments
- Memo: Committees
- Memo: Construction Impacts
- Memo: Housing
- Report: Age Friendly Belvedere Community Action Plan

City Council/Senior Management Retreat

January 24, 2022
9:00 AM – 1:00 PM

Agenda

Open Forum

Introduction and Welcome

Critical Infrastructure Project

- Project update
 - Design
 - California Environmental Quality Act (CEQA)
- Funding update

Organization

- Council Committee Assignments
- City Committees

Consideration of Structure for Review of Construction Impacts and Development of Recommendations

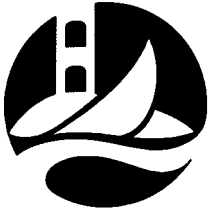
Housing

- Housing Element
- Objective Design and Development Standards (ODDS)

Key Initiatives

- Age-Friendly Belvedere
- Volunteer Appreciation

Adjourn



CITY OF BELVEDERE

Memorandum

TO: Mayor and City Council

FROM: Craig Middleton, City Manager
Robert Zadnik, Public Works Director

SUBJECT: Update on Belvedere Critical Infrastructure Project

DATE: January 21, 2022

Project Summary

The City is in the final preliminary design stages of the Critical Infrastructure Project. The project goals as recommended by project engineers, citizen advisory committee, staff, and City Council include the following main objectives:

- Seismic Retrofit of San Rafael Ave and Beach Road levees.
- Strengthening of utility trunk lines to improve reliability during earthquakes and flooding.
- Increase in levee height to provide improved protection against severe storms and future sea-level-rise.

Upcoming Milestones

- 60% Feasibility Level Designs have been completed; however continued design refinement for structures surrounding the SFYC, Belvedere Land Co., and West Shore Road residents is ongoing. More refined design plans for these locations are needed to prove that functionality of the project will not be compromised, and to deliver the project with minimal impact to access and aesthetics in these sensitive areas. The project Landscape Architect has been instrumental in developing visuals for these locations, and staff has provided opportunities for the owners to review the concepts and request changes. Generally, requests for design modifications are being accommodated, provided that the project can still function as envisioned.

A key element of the project is seismic stabilization of the levees and embedded utilities. Following an extensive amount of data collection and soils analysis, a refined sheet pile design was developed by the project seismologist and soils engineer, Miller Pacific Engineering Group. This sheet pile design and supporting report is currently being finalized. Some minor changes to the extent and depth of the sheet piles are anticipated.

- Final Cost Estimate. The final cost estimate, calculated by BK Cooper, will be developed once finer details are determined for the aforementioned waterfront properties. For example, the SFYC has expressed an interest in increasing the height of its breakwater, which would allow for a reduction in the seawall height fronting the Club's property. Under this scenario, the up-and-over ramp features would be reduced in height and mass, potentially changing the footprint of the seawall, and affecting in and out traffic flow for the Club. These details, while minor, need to be analyzed early to hone construction quantities and ensure that any environmental impacts are analyzed during CEQA.
- CEQA/EIR will need to be completed for this project. Staff and consultants have developed a full schedule of events related to this work, including public meetings and consultation with local, state, and federal agencies. The following are key components:
 - NOP project scoping meeting – February
 - AB 52 Notices to Tribes
 - Draft EIR out for public Review – June (45 days)
 - Final EIR out for public Review – October (20 Days)

Permitting will begin once plans are brought to 70% design level (Fall 2022).

To ensure that the Critical Infrastructure Project will deliver appropriate seismic strengthening and utility protection, and to ensure that the project is not delayed by unforeseen cost or CEQA issues, the City has directed consultants to provide due diligence analysis that exceed the original scopes. At the recommendation of the Committee on Seawalls, Levees & Utilities and the Council, staff has hired a CEQA attorney and an independent cost estimator. While these are sound investments, particularly given the significance of this project to the City, they were not included in earlier budgets. Staff will return to Council in February to request a modest increase in the project budget to accommodate this work.

Funding Update:

The City has applied for several grants, the funds from which would be directed to the Critical Infrastructure Project. Currently pending are requests to the Governor's Office of Emergency Services (CalOES) for \$16 million, and to California State Parks, Office of Boating and Waterways for \$10.5 million.

Last Spring, the City proposed to Congressman Jared Huffman that he include \$5 million for the project in his list of requests for directed funding. The request was not granted. The City has also requested funding assistance from Senator Mike McGuire and Assemblymember Marc Levine.

We remain hopeful that the City will obtain grant funding that will, in essence, reduce the net cost of the project to the people of Belvedere.

Regardless of the level of success achieved in the City's pursuit of grants, it is anticipated that funds will need to be obtained for the project through a tax measure that would be submitted to the voters of Belvedere for their consideration. Informed by the Finance Committee's research and recommendations, the Council and staff have focused on a tax that would be levied on the sale of real estate – a "real property transfer tax" – as the most equitable approach to funding the project. If approved by voters, the tax would provide annual funding to the City that would enable it to support rental payments on a

lease/leaseback of certain City properties. Staff is working with outside counsel to draft such a tax measure for Council consideration at its March or April meeting.

For the City to levy a real property tax, the voters would also need to approve a measure whereby Belvedere would become a Charter City. This is a common form of government for cities in California. The charter that would be proposed to voters would result in very little change; it would be drawn narrowly to allow the City, subject to voter approval, to levy a real property transfer tax. In every other respect, the powers of the City would remain the same as they are today.

The Council has directed staff to develop a draft charter for review by the public and consideration by the Council. Staff is prepared to bring the draft document to the February 14 Council meeting. This meeting would be a public hearing at which members of the public would be welcome to share their views on the draft charter. A subsequent public hearing would be scheduled at least 30 days from the February hearing. Between the two public hearings, the City would hold a public open house. This event is envisioned as an informal opportunity for Belvedere residents to learn about the evolution of the project design and ask any questions about the project or funding efforts. In late Spring, the Council would likely consider whether to place a funding measure on the November 2022 ballot. To pass, a Charter City/Real Property Transfer Tax measure would need the support of a majority of those voting.

It is worth reiterating in this report that the City Charter would not allow the Council to raise taxes in the absence of voter approval. Any tax increase would be subject to voter consideration and would go into effect only upon voter approval. The charter, as is currently being developed, merely provides the City with the authority to levy a real property transfer tax **after it is approved by voters.**

CURRENT CITY COUNCIL COMMITTEE ASSIGNMENTS

Last Revised December 15, 2020

Entity & Position	Assignee(s)	Alternate	Meetings
ABAG – <i>Delegate & Alternate</i>	Kemnitzer	NA	Annual General Assembly –Spring
Belvedere Block Captains Program Committee – <i>Members</i>	Block	Wilkinson	Odd months, 3d Tues, 4:00 PM
Belvedere Committee to Protect Belvedere’s Seawalls, Levees, and Utilities - <i>Members</i>	Lynch Kemnitzer	Wilkinson	As needed
Belvedere Finance Committee - <i>Members</i>	Block	Wilkinson	As needed
Belvedere Historic Preservation Committee – <i>Council Representative</i>	Campbell	Lynch	As needed, 2d Tues, 5:30 PM
Belvedere Parks and Open Space Committee – <i>Council Representative</i>	Campbell	Lynch	Odd months 2d Thurs 4 PM
Belvedere Traffic Safety Committee – <i>Council Representative</i>	Lynch	Kemnitzer	As needed
Belvedere-Tiburon Chamber of Commerce – <i>Council Representative</i>	Wilkinson	NA	Every 1st Wednesday 8 AM
Belvedere-Tiburon Joint Disaster Advisory Council – <i>Liaison to Council & Alternate</i>	Thomas Cromwell	Campbell	As needed
Belvedere-Tiburon Joint Recreation Committee – <i>Voting Member</i>	Wilkinson	NA	Odd months, 3d Mon ,7 PM Dairy Knoll
Belvedere-Tiburon Library Agency - <i>Liaison</i>	Kemnitzer	NA	3d Monday, 6:15 PM, Library
Community Development Block Grant Priority Setting Committee	Lynch	NA	As needed
League of California Cities – <i>Voting Delegate & Alternate</i>	Kemnitzer	Campbell	Annual Conference – October
Marin Clean Energy (JPA) – <i>Board Member & Alternate</i>	Wilkinson	Lynch	Every 1st Thursday 7 PM 781 Lincoln Ave #320., San Rafael
MCCMC – Disaster Preparedness Committee – <i>Member</i>	Campbell	Kemnitzer	As needed
MCCMC – Homeless Committee – <i>Member</i>	Campbell	NA	As needed
MCCMC – Legislative Committee - <i>Member</i>	Kemnitzer	NA	Every 4th Monday 8 AM San Rafael City Hall
MCCMC – Sea Level Rise Committee (Baywave) - <i>Member</i>	Kemnitzer	Lynch	As needed
Richardson Bay Regional Agency (JPA) - <i>Board Member & Alternate</i>	Block	Lynch	Every 3d Thursday 5:30 PM
Southern Marin Emergency Medical Paramedic System (JPA) – <i>Non-Voting Board Member</i>	Thomas Cromwell	NA	As needed
Tiburon Peninsula Traffic Relief (JPA) Board of Directors – <i>Primary Directors (2)</i>	Wilkinson & McCaskill	Middleton	As needed
Transportation Authority of Marin JPA – <i>Board of Commissioners Member & Alternate</i>	Campbell	Block	Every 4th Thursday 7 PM County Civic Center
Transportation Authority of Marin – Safe Routes to School Program – <i>Rep. to Belvedere</i>	Campbell	NA	As needed



CITY OF BELVEDERE

Memorandum

Date: January 21, 2022

To: Mayor and City Council

From: Craig Middleton, City Manager

Cc: Executive Management Team

Re: **Organizational Issues: Committees**

Belvedere is a city that relies heavily on citizen committees to develop recommendations to the City Council and to provide subject matter expertise on a variety of issues that are priorities of the Council and staff. Members of the committees serve on a voluntary basis; their contributions are significant and are greatly appreciated.

As a matter of good government policy, it is appropriate to review the committees and their key roles from time to time, and, if warranted, to reorganize them in ways that are most suitable to the changing needs of the city. It is also important to ensure that volunteer time is well-spent and meaningful.

The City has a Planning Commission, several standing committees, and ad hoc committees or task forces. Some committees have mission statements and/or charters; some do not. Certain committees or task forces are established for a specific limited purpose or project; most of these committees are time limited and sunset once they have accomplished their designated tasks. Certain committees may have completed their work and yet they continue to exist subject to the call of the chair. A list of current city committees is attached to this report.

Standing Committees:

- Finance Committee
- Historic Preservation Committee
- Parks and Open Space Committee
- Traffic and Safety Committee
- Block Captain Committee

Other City Committees:

- Committee on Seawalls, Levees and Utilities

Several ad hoc committees or task forces have been created in the past year. These groups were established to research specific issues and develop policy recommendations. Most of these groups have completed their assigned work.

- Task Force on Pensions and OPEB (established by the Finance Committee)
- Task Force on Critical Infrastructure Funding (established by the Finance Committee)
- Ad Hoc Committee on Lane Maintenance (established by the Parks and Open Space Committee) – work continues

Another committee, the Disaster Council, is established in the municipal code and charged with developing an emergency plan and other plans and policies for ensuring adequate emergency preparation. Currently, the Disaster Council does not meet; a Belvedere-Tiburon Joint Disaster Advisory Council does meet on a regular basis. The City's overall emergency planning should be updated from time to time; it may therefore be advisable to reactivate this committee soon.

Recommendations

- It is recommended that the Council consider how best to organize the City's committee activities. Any resolution(s) changing the nature of the City's committees could then be brought to an upcoming City Council meeting for consideration.
- It is further recommended that the Mayor consider creating an ad hoc committee comprising two members of the City Council for the sole purpose of reviewing the current committee structure and functions and making a report and recommendations to the Council.
- Finally, due to the important and timely nature of emergency preparedness, it is recommended that the Mayor and City Manager activate the Disaster Council. The Council would then begin a review of the City's emergency planning.



CITY OF BELVEDERE

Memorandum

DATE: January 21, 2022

TO: Mayor and City Council

FROM: Irene Borba, Director of Planning & Building

SUBJECT: Discussion Regarding Concerns Raised Due to Construction Projects

Background

Pursuant to recent discussions with some Councilmembers regarding concerns/complaints that have been voiced by residents pertaining to impacts from construction, it was deemed beneficial to have a brief discussion at the Council Retreat about potential impacts from construction. Staff has also received complaints from residents that relate to construction. In some cases, these concern private projects; in other cases, they concern projects implemented by utilities or managed by the City (CIP).

The concerns raised generally relate to noise, traffic, and parking impacts.

Building Permit Data

For this discussion, and to provide some quantitative data over a period of years, Staff thought that it would be beneficial to provide the Council with the number of planning applications and building permits issued over a multi-year period. Comparative data covering the period 2012-2020 is provided in the table below:

	2020	2019	2018	2017	2016	2015	2014	2013	2012
General Government									
Building Permits issued	265	239	268	284	205	267	287	292	281
Building Inspections Conducted	1,946	2,325	2,607	2,320	2,551	2,568	2,196	1,896	2,130
Public Works									
Encroachment Permits issued	486	334	534	606	560	528	584	651	686

Road Closures	56	40	44	44	35	27	57	160	162
Planning Department									
Applications Received	436	430	537	460	264	433	420	470	473
Applications Approved	389	354	428	455	230	339	425	334	363

Data for 2021 (not included in chart above) indicates that 316 planning applications were received during the year, and 271 applications were approved. In 2021, the building department received a total of 331 applications, which can be described as follows:

- 48 - Residential Building Reports
- 40 – Currently in the plan review process
- 23 – Approved projects but not yet issued
- 70 – Finalized projects
- 150 – Currently open permits (issued 150)
- Total Applications accepted – 331

Discussion

As noted above, the concerns raised relate to noise, traffic and parking from residential construction projects and CIP projects. The data indicates that the number of planning applications and building permits seems to be consistent over the years; there does not appear to be a significant uptick in the number of applications. The City does not keep a log of complaints received related to construction noise, traffic, and parking, so we do not have data related to the type or quantity of complaints.

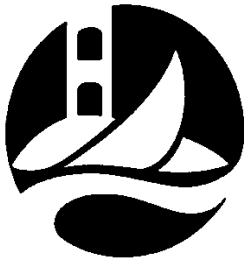
Staff notes that there are areas in the City where construction projects are more highly concentrated; there are several projects occurring in one area. For example, on Eucalyptus Road there are currently several major projects under construction, and there are a couple more planning projects for that street currently under review. A high concentration of projects in an area could cause concern and could add to the intensity of noise, traffic and parking impacts experienced by residents.

Additionally, the complexity of projects has increased due in part to the topography of the sites and to the code requirements for building in more challenging areas.

Finally, when considering the experience of residents, it may be worth noting that many more people are working from home due to the COVID-19 pandemic. It is possible that this is causing people to experience longer periods of construction noise and other impacts.

Recommendation

To better understand the magnitude of the construction impacts issue and to explore opportunities for improvement, it may be advisable to establish a time-limited committee to research the issue and develop recommendations for the Council to consider. This committee could consist of two members of the City Council, a local contractor who is familiar with construction challenges in Belvedere, and another member of the public.



CITY OF BELVEDERE

Memorandum

DATE: January 21, 2022

TO: Mayor and City Council

FROM: Irene Borba, Director of Planning & Building

SUBJECT: Housing & Safety Element - Update

Summary/Background

In October of 2021, the Council authorized staff to enter a contract with EMC Planning Group for consulting services relating to the housing and safety element updates and environmental assessment.

State law requires an update of the City's Housing Element every eight years to address projected housing needs. Under State law, each local government in California is required to adequately plan for its share of the anticipated housing needs of its region by adopting a Housing Element as part of the General Plan. The Housing Element identifies housing conditions and needs and constraints; and establishes goals, policies, and programs to accomplish the City's housing strategies. The Housing Element must implement the Regional Housing Needs Allocation (RHNA), an allocation of new housing units over a period of eight years. Each city's allocation is determined by the Association of Bay Area Governments ("ABAG"), which is provided with a regional allocation for the 9-county region and is charged by the State with allocating units among Bay Area jurisdictions.

The Housing Element must be updated every eight years; it is the only General Plan element that must be reviewed and approved by the State Department of Housing and Community Development (HCD). Failure to adopt a Housing Element or to receive state certification can result in financial penalties, loss of grant funding opportunities and legal challenges. The 2023-2031 Housing Element must be adopted by the City Council and submitted to HCD by January 15, 2023, or within the 120-day grace period.

Key Components of the Housing Element typically include:

- Community Engagement: A community engagement program, reaching out to all economic segments of the community plus traditionally underrepresented groups.
- Evaluation of Past Performance: Review the prior Housing Element to measure progress in implementing policies and programs.

- Housing Needs Assessment: Examine demographic, employment, and housing trends and conditions and identify existing and projected housing needs of the community, with attention paid to special housing needs (e.g., large families, persons with disabilities).
- Constraints Analysis: Analyze and recommend remedies for existing and potential governmental and nongovernmental barriers to housing development.
- Housing Sites Inventory: Identify locations of available sites for housing development or redevelopment to ensure there is enough land zoned for housing to meet the future need at all income levels as specified by RHNA.
- Policies and Programs: Establish policies and programs to be carried out during the planning period to fulfill the identified housing goals and objectives.

There are *new* requirements for this Housing Element Update due to recent State legislation. These include:

- Higher RHNA allocations. The city's RHNA allocation increased from 16 units to 160 units.
- Affirmatively Furthering Fair Housing (AFFH) – Housing Elements must affirmatively further fair housing. According to HCD, achieving this objective includes preventing segregation and poverty concentration as well as increasing access to areas of opportunity. HCD has mapped Opportunity Areas and has developed guidance for jurisdictions about how to address affirmatively furthering fair housing in Housing Elements.
- Limits on sites – Identifying sites for affordable units will be more challenging. There are new limits on the extent to which jurisdictions can reuse sites included in previous housing elements, and there is increased scrutiny of small, large, and non-vacant sites when these sites are proposed to accommodate units for very low and low-income households.
- Staff will be required to provide more in-depth information and analysis for sites chosen to meet RHNA and must demonstrate to HCD that those sites are likely to be developed with housing over the housing element planning period.

Safety Element - The safety element of the general plan must be updated concurrently with the housing element. The safety element must address wildfire risk, evacuation routes, climate adaptation and resilience requirements in an integrated manner when two or more general plan elements are updated.

The Safety Element is to include:

- A vulnerability assessment that identifies climate change risk to the City of Belvedere and to particular geographic areas within the City.
- A set of adaptation and resilience goals, policies and objectives based on the information specified in the vulnerability assessment; and

- Feasibility implementation measures designed to carry out the goals, policies and objectives identified in the adaptation objectives.

Update on Housing Element Progress

Staff meets with the consultants on a weekly basis to exchange data and information for the housing & safety element updates and to discuss progress.

Public Engagement

We will be launching a website dedicated to the Housing Element Update progress, www.blueprintforbelvedere.com. Belvedere residents and other stakeholders can rely on the site as a streamlined source of key details, documents, and interactive public engagement tools regarding the Housing Element Update. They can learn why the process is important, what the process will entail, and can provide feedback on the current stages of the Update. We will let the community know when the website is ready.

Project Schedule

City staff is working with the consultants to identify potential sites for accommodating the assigned 160 housing units for the 2023-2031 period. A mapping tool is being utilized to provide input on the sites inventory process. The first iteration of the mapping tool views the three main neighborhoods—Belvedere Island, Belvedere Lagoon, and Corinthian Island—and will encourage the public to comment on where they initially envision future housing units distributed across these three neighborhoods. A second map will enable the public to share ideas for new sites to consider and to identify sites that people would rather not see used for future housing.

The next step will be to narrow down the potential sites list based on public input and a deeper analysis of underutilized sites.

The 1st public workshop on the Housing Element update is being planned for March.



AGE FRIENDLY BELVEDERE

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 - C. Pertinent Data: 2021 Survey Results
 - D. Domains of Livability
 - E. Proposed Strategies for Local Action
- V. Conclusion: Future Actions and Ongoing Initiatives

I. INTRODUCTION

W.H.O. Global Network for Age Friendly Communities

“It is not how old you are, but how you are old.” - Jules Renard

The World Health Organization (W.H.O.) launched its international Age-Friendly Community initiative in 2006 in response to the growing population of older adults across the globe. The initiative was in part developed to promote the principles elucidated in the Universal Declaration of Human Rights (1948). These ideas were further developed in work by the United Nations Office of the High Commissioner for Human Rights, including [Principles for Older Persons](#) emphasizing dignity, security and inclusion in society.

In or about 2010, the W.H.O. began to establish an international network to provide a uniform global platform for cities and communities to effectuate the principles articulated in the founding documents and to exchange experiences and share lessons. Since, there has been a global groundswell of interest in the program. In June 2017, Paris, France became the 500th City in the world to receive its Age Friendly designation. San Francisco earned designation as an Age Friendly City in 2014. As of 2021, there are more than 500 designated Age Friendly Communities in the United States alone.

The network focuses on action at the local level to foster the full participation of older people in community life, as well as to promote healthy and active aging. As AARP explains, “The common thread among the enrolled communities and states is the belief that the places where we live are more livable, and better able to support people of all ages, when local leaders commit to improving the quality of life for the very young, the very old, and everyone in between.” The W.H.O. determined that helping make cities and communities age-friendly is one of the most effective local policy approaches for responding to the worldwide demographic aging trend. Marin County generally, and the City of Belvedere in particular, exemplify this trend.

The global population of older adults aged 65+ will more than double over the next 35 years, from 9.3% of the worldwide population in 2020 to 16% in 2050. On the near time horizon, 20% of the population in the United States is projected to be

65+ by 2030. By 2035, there will be more adults older than 65+ than children under 18.

The W.H.O. Global Network of Age-friendly Cities and Communities (W.H.O. Network) is meant to foster the exchange of experience and mutual learning between cities and communities worldwide. Cities and communities in the W.H.O. Network are of different sizes and are located in different parts of the world. Their efforts to become more age friendly take place within very diverse cultural and socio- economic contexts. However, all members of the W.H.O. Network share the desire and commitment to promote healthy and active aging and a good quality of life for their older residents. The W.H.O. Global Network structures these aspirations and intentions into “8 Domains of Livability,” a framework which cities and towns can use to evaluate needs, design strategies, and implement actions to achieve the goals of the program, namely opportunities for healthy aging in place.

The World Health Organization and its constituent members recognize that governments – including local governments - and their institutions need strong leadership and community commitment to create and implement policies that benefit seniors. Without structure, such policies and practices are fragmented or non-existent. Meanwhile, ageism, which is the stereotyping, prejudice, and discrimination against people on the basis of their age, is a powerful barrier to the development of good policy and practice. To create effective policies and community practices for people as they age, leaders need clear guidance as to what works, based on the best available evidence. A framework can organize the available data and coordinate the ideas and strategies to achieve the optimum outcomes, not just in the near term but for long-term benefit to the community.

The W.H.O. Network requires a commitment to participate in a five-year continuing cycle of community assessment, planning, improvement, and evaluation of their needs across eight broad domains of livability that contribute to active and healthy aging. This commitment involves review and analysis of what can be done by local government and neighborhood volunteers to achieve the best environment, effective programs, and services for residents with varying needs and capacities all through their lives.



WHO Global Network for Age-friendly Cities and Communities

Building on the foundation established by the W.H.O., the Age Friendly Belvedere advisory group adopted Seven Domains of Livability to address and provide structure for planning and implementing age friendly improvements in the City. The 2021 Belvedere assessment, findings from the 2020 Marin County Community Survey, and common themes that emerged from group discussions establish the baseline and give guidance for the development of this initial Age Friendly Belvedere Community Action Plan.¹ The Belvedere advisory group identified significant areas for strategic analysis and desired outcomes, and W.H.O. the primary participants would be for each domain's working group. In addition, each domain is described in terms of why it is important. Going forward, the working groups will interview staff, stakeholder groups and community leaders to better advise how affiliated entities and partners will implement the Age Friendly Belvedere initiative to achieve needed changes and improvements.

The work done and proposed to be done in each of these categories is specifically addressed in Section IV(E) below.

¹ At the time of publication of this report, the 2020 census data specifically for Belvedere has not been published.. Demographic data provided here is drawn from the Marin County Age-Friendly action plan, January 2020 See, https://www.marinhhs.org/sites/default/files/files/servicepages/2020_01/cc_af_com_plan_final_draft_-_1.19.20.pdf.

II. MARIN COUNTY CONTEXT

“The longer I live, the more beautiful life becomes.” Frank Lloyd Wright

Based upon the most recent data prior to the 2020 census, Marin County is demographically the oldest county in California. Currently, 28% of Marin County’s population is 60 and older. By 2030, projections indicate that this percentage will increase to 33% or more as the county experiences a long-term aging trend and life expectancy increases. The Marin County Board of Supervisors proclaimed that 2018 was the Year of the Older Adult and has since continued to promote community policies, programs, practices, social infrastructure, and services that support a strong foundation on which to build the Age-Friendly County of Marin Initiative. Marin joined the W.H.O. and AARP Network of Age Friendly Communities in 2018. It published its action plan, entitled “Age Forward – a framework for an Age-Friendly County of Marin,” which set the policies and practices to create “opportunities to reframe how we think about and perceive aging and older adults, and for imagining and realizing tangible improvements to how we design our communities.” (See also, fn. 1.)

In 2014, the City of Sausalito became the first local jurisdiction in Marin County and the third in California to join the World Health Organization (W.H.O.) Global Network for Age-friendly Cities and Communities. Fairfax and San Rafael adopted the initiative in 2015, followed by Corte Madera and Novato in 2017. The City of Belvedere was next, earning its Age-Friendly City designation in 2019.

In tandem with these local initiatives, the County of Marin sought to become a designated Age-Friendly Community, ultimately receiving its designation in 2018. The first aspect of the Age-Friendly community effort involves an assessment phase. Thus, Marin County launched a survey to collect county-wide data. The survey sought to ascertain whether Marin’s residents and stakeholders deemed their county age-friendly and sought comments regarding areas in need of improvement. In the course thereof, Marin adopted the 8 Domains of Livability recommended by the W.H.O. and added a ninth domain: emergency services. As will be discussed below, Belvedere has followed these categories with minor variation.

III. CITY OF BELVEDERE

“Youth is the gift of nature, but age is a work of art.” - Stanislaw Jerzy Lec

The City of Belvedere lies 11 miles north of San Francisco in Marin County and is surrounded by Richardson Bay, San Francisco Bay, and the Town of Tiburon. Belvedere maintains a comfortable temperate climate throughout the year. The City encompasses 2.4 square miles and has a population of approximately 2,000, making it the least populous city in Marin County.² Surrounded by San Francisco Bay on three sides, a full 76% of the area within the City boundaries is submerged. The land portion within Belvedere city limits is essentially built out at this time with single and multi-family residential properties. Less than 1% of properties is commercial; just over 1% of City land is designated as parks and open space.

Belvedere provides a range of municipal services such as police, road and storm drain maintenance, parks and recreation, and certain utilities. The City also partners with outside agencies for the provision of certain municipal services, including water treatment and distribution, wastewater collection and treatment, library services, fire protection, and emergency services.

Recreational opportunities are provided by a Joint Power Authority (JPA) with the Town of Tiburon through “The Ranch.” Belvedere also supports the JPA which operates the Belvedere Tiburon Library, a center of learning and activity through library and community services, including senior services. The Belvedere Tiburon Library is undergoing extensive renovations due to be completed in 2021.

IV. AGE FRIENDLY BELVEDERE STRATEGIC ACTION PLAN

“Age is a very high price to pay for maturity.” - Tom Stoppard

A. MISSION STATEMENT

Age-Friendly Belvedere is a volunteer effort dedicated to supporting residents particularly, though not exclusively, aged 60 and older. The initiative seeks to promote health, safety and happiness for all residents while aging in place in this community. To this end, Age Friendly Belvedere actively engages in research and

² LAFCO 2020

shares resources to enhance independent livability promoted by the World Health Organization (“W.H.O.”), fostering improvements that enhance the livability of our town for all generations that constitute the community. By enhancing those aspects of daily life that promote inclusiveness, security and health, accessibility, and mobility for seniors, we believe that every citizen can benefit from all that Belvedere has to offer.

The plan to create an Age-Friendly city utilizes a local-level framework consistent with the global movement to create and adapt services programs, policies, places, and social infrastructure that are beneficial for all present and future generations. Such a plan involves weaving or embedding an “age-forward” approach into daily and long-range work, allowing Belvedere to advance health and wellness equity, while maintaining a high quality of living for all residents across their lifespan.

Age Friendly Belvedere acknowledges the W.H.O.’s Age-Friendly Network as a platform for information exchange and mutual support, while creating physical and social environments that support a healthy and active quality of life for seniors aging in the community.

Age Friendly Belvedere anticipates collaboration with existing internal city committees and JPAs, such as the Block Captain program; Parks and Open Space Committees; Traffic, Safety and Circulation Committee; Belvedere-Tiburon Library; Peninsula Villages; the City Council; the Planning and Building Department, as well as external groups and agencies, such as those listed without limitation in Section C below. In furtherance of the purpose expressed herein, Age Friendly Belvedere anticipates making recommendations, and promoting improvements and investments, that will enhance the livability of our town for seniors, and in so doing enhance the local quality of life for all ages.

B. HISTORY OF AGE-FRIENDLY BELVEDERE

The City of Belvedere learned of the W.H.O. Age Friendly initiatives through the Marin County Council of Mayors and Councilmembers. Following the lead and guidance of other Marin cities such as Sausalito, Fairfax, San Rafael, and Corte Madera, as well as the County of Marin, the Belvedere City Council appointed Diana Bradley to the Marin County Commission on Aging, and she received authorization from the City Council on October 8, 2018, to apply to the World Health Organization's Global Network of Age-friendly Cities and Communities. Ms. Bradley successfully obtained that designation and on November 12, 2019, Ms. Anne Hinton presented the plaque the City Council.



Having received designation as an Age Friendly City by the World Health Organization and a Livable Community by National AARP, Belvedere joined the W.H.O. Global Network of Age Friendly Cities and Communities in November 2019 and the AARP Livable Communities in March 2021. The City made the commitment for continuous improvement in the Eight Domains of Livability. As part of those designations, the city is developing a 5 year strategic action plan, which will be evaluated, revised and updated every five years. Age Friendly Belvedere is also affiliated with the entities listed below. It is an advisory body to the Belvedere City Council, as well as standing committees such as Parks and Open Space, and has working relationships with city staff, police and fire departments, office of emergency services as well as the Planning and Building Departments, Parks and Public Works.

C. PERTINENT DATA: 2021 SURVEY RESULTS

To obtain a baseline of age-friendly factors in Belvedere, the advisory group formulated questions for a city-wide assessment, using some questions posed by other participants in Age Friendly programs in similar communities. The City of Belvedere distributed a survey administered by Survey Monkey to the majority of residents city-wide who opt into city newsletters, as well as through the city website and a private landlord network covering the vast majority of local rental housing.

A total of 111 individuals responded to the survey. Of these, 16% were under 60 years of age; 16% were 60-70; 30% were 70-80 and 38% were 80+ years of age. The majority (slightly more than 50%) rated their health “excellent” and another 40% rated their health “good” compared to most people their age. The vast majority of respondents indicated they knew how to access essential services like health and wellness programs, and nearly 90% had a primary care provider. However, about half did not know how to access a service that helps seniors find health and supportive services in the first place.

While 64.52% of those surveyed knew how to access fitness activities specifically geared to older adults, more than 90% named simply walking in the community as one of the things they do within Marin County to stay physically active. Another 40% named hiking. Swimming, sailing, cycling, and tennis also garnered mention. Yoga, gym, and Pilates were also popular.

Most of those surveyed reported they own their Belvedere residence (62.75%) and 37.25% rent. Nearly 60% live with a spouse or partner; slightly more than 20% of respondents reported they live alone. Significantly, less than 1% live in Accessory Living Units (ADUs). Fully 87.13% of respondents said they plan to remain in their current home as they age.

In the event of a community-wide emergency, 68% of respondents felt prepared (32% did not) and 62.75% knew who their Block Captain is (38.24% did not).

Transportation choices reflected the dearth of public options in Belvedere. Only about 10% of respondents use the ferry and bus use was also de minimis. More than 90% drive themselves and another 12.8% have others drive them to shopping and medical appointments. With that said, nearly 40% sometimes walk and nearly 10% sometimes bike, presumably to venues closer to home.

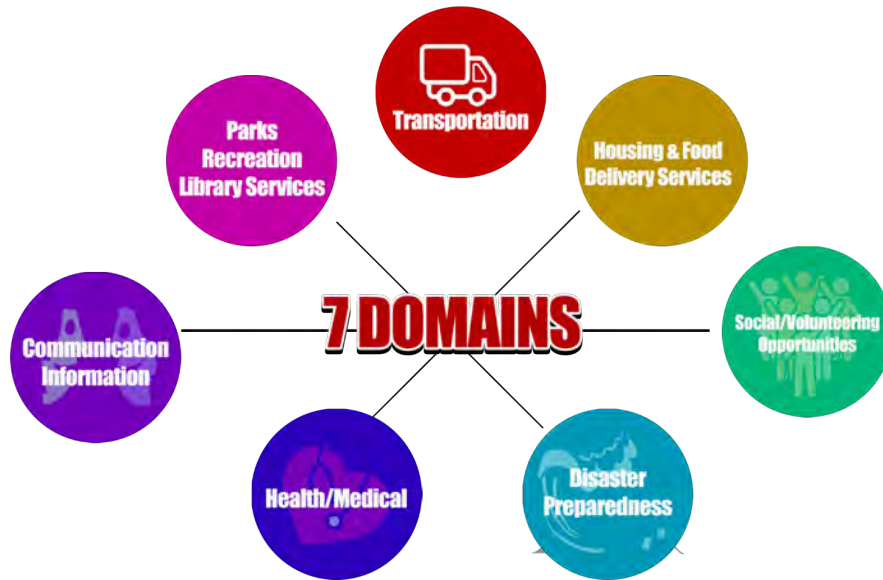
According to survey respondents, Belvedere could improve traffic signage (22.03%), better enforce traffic laws including speed limits (46.15%), parking for caregivers/guests (56.45%), resident parking (65.08%), street maintenance (69.84%), public transportation (49.12%) and especially sidewalks (72.60%).

With regards to the relative importance of community services overall, parks and open space proved to be the overwhelming favorite. A total of 94.32% of respondents said these common areas of Belvedere common were “important” or “very important” to them. It is no surprise that Concerts in the Park were popular as well, with over 70% rating this was “important” or “very important.” Volunteer opportunities also proved “important” or “very important” to a majority of respondents. In terms of educational programs, the library was used by 43.18% and the Ranch trailed at 15.91%.

Respondents were asked where they get information about a variety of senior services. The Belvedere website and Next Door both received about 40%, while the internet garnered 68% of survey responses. Family or friends (i.e., word of mouth) polled at 78%, implying the importance of social infrastructure in the community. Twenty-two percent of respondents also mentioned the library as a source of community information. The fact that 68% of respondents said they got information about local senior services from online sources implies the need for tech skills and support. While 97% have cell phone, 68.63% use a tablet, slightly more than half have a desktop computer, and 73.53% use a laptop.

With this assessment data, members of Age Friendly Belvedere propose interviews with stakeholders, staff, and leaders to ascertain additional policies and practices to support Belvedere’s aging population.

D. DOMAINS



The advisory group chose to combine and/or re-frame these domains for local application, as follows:

1. Parks, Recreation & Library Services
2. Transportation
3. Housing & Food Delivery Services
4. Social & Volunteering Opportunities
5. Disaster Preparedness
6. Health & Medical
7. Communication and information

Each of these domains is explained briefly below.

1. Parks Recreation & Library Services

We envision a City in which public spaces and services support the safety, health, and wellness of our residents. Belvedere is a small city built in part vertically, taking advantage of the exceptional views of the San Francisco Bay, and built-in other part along the Bay, shoreline, or lagoon. It has negligible commercial activity but is within walking distance to the adjacent Tiburon commercial downtown center. Belvedere is a walking and cycling destination whose streets and sidewalks are well-used. Creating a walking and cycling city for all ages has allowed ease of movement throughout our neighborhoods and to Tiburon's nearby commercial center.

For the safety of residents and visitors alike, the City's sidewalks, crosswalks and stairways must be safe and accessible for all pedestrians, cyclists, skateboarders, those in wheelchairs, electric carts and strollers. In addition, Belvedere's two well-used parks must be welcoming, safe and equipped to promote fun, health, and fitness for all. Belvedere's steps, lanes, and open spaces should be protected, opened, improved, and maintained in a manner that is welcoming, safe and equitable.

In addition to public open spaces, the Belvedere-Tiburon Library is a hub of community involvement and inclusion, life-long learning, volunteer activity, intergenerational interaction, and communications center. Belvedere collaborates through a Joint Powers Authority with the Town of Tiburon in funding and operating the Bel-Tib library (See also § 4, below.) Although located just beyond the Belvedere city boundary, it is a walkable destination for Belvedere residents of all ages.

2. Transportation

We envision a city in which everyone has access to the transportation they need. Residents of all ages who do not drive, or simply prefer not to, need a way to attend to errands, appointments, social engagements, and connection to the limited public transportation available, such as the bus or ferry. Much of residential Belvedere is built on hills with narrow winding streets making it difficult for vans and larger vehicles to navigate. As such, there is a "transportation gap" that needs to be solved in order to allow residents to fulfill their personal needs yet age comfortably living in their homes. This means bringing renewed focus to transportation to/from local community events and shopping opportunities on one

hand; and, on the other hand, transportation to/from work, travel hubs, shopping, cultural and social venues throughout the county and wider Bay Area.

3. Housing & Food Delivery Services

We envision a City with increased living opportunities and attainable enhanced housing functionality. At the same time, we feel that viable housing to age in place requires the ability to obtain the necessities of life, such as food in the event of limited mobility or sheltering requirements in emergencies. Many lessons learned from the recent COVID-19 pandemic can benefit policies and practices going forward.

Neighborhood continuity and individual vitality can be better maintained when families and individuals can continue their lifestyles in their chosen lifelong neighborhoods. More adaptable physical upgrades and home services may accommodate aging lifestyles. A range of affordable housing opportunities like ADUs that allow individuals, couples, and families to downsize within the community are subjects worthy of further consideration.

It is no surprise that most Belvedere residents would want to age in place, but the strength of this desire was brought home when the initial assessment showed 87.13% of older residents surveyed wish to remain in their own homes in their community as they age. We acknowledge that when communities keep seniors close by enabling them to age in place, residents of all ages reap the benefits of intergenerational interaction.

4. Social & Volunteering Opportunities

We envision a City with no age boundaries in which everyone is encouraged and welcomed to participate in community activities with mutual respect. Participation and inclusion across the age spectrum keep a community lively and healthy. Individuals thrive, mutual respect is realized and the entire community benefits when talents abilities and life experiences shared. Age Friendly Belvedere strongly encourages intergenerational interaction wherever appropriate.

We envision a City in which all eligible members are encouraged to participate in local government and civic projects including civic employment. Social infrastructure and civic participation through volunteering across the age spectrum keeps the City and its inhabitants dynamic and vital. Such activity can provide psychological well-being and a sense of purpose and self-respect as individuals.

Many retired or semi-retired people with extraordinary work and volunteer histories as well as creativity and talents become great civic contributors and mentors. The City of Belvedere has an abundance of such potential, and we seek ways to encourage and maximize the benefits from intergenerational interaction whenever possible.

5. Disaster Preparedness

We envision a City that is comfortably prepared for catastrophic events by implementing and practicing emergency preparedness and health and safety programs for the protection of residents of all ages. This domain is particularly important given the city's geographic vulnerability to natural disaster. Belvedere's steep hillsides and waterfront location make it particularly vulnerable to earthquakes, floods, and extreme ocean/bay events. Although not formally a part of the Wildfire Urban Interface (WUI), Belvedere is vulnerable to fire from a variety of incendiary origins; and proximity to the Tiburon hills and ridge render it vulnerable to wind-driven fires from that direction.

Residents of all ages can benefit from a well-planned program that integrates access to community emergency information and resources and neighborhood-based health and safety initiatives. When residents are prepared with knowledge about neighbor assistance programs, community disaster centers within walking distance, as well as evacuation rules and routes, they can be self-sufficient in the event of an emergency, ultimately saving lives. But long before such events occur, preparation and knowledge of emergency services and neighborly connections serve to give residents aging in place a healthy peace of mind in the present time.

A program of emergency services is only as good as community awareness of what is available, the community's preparation, and the alert system needed to activate it. We can continue to work to improve our unique and popular Block Captain neighbor-to-neighbor assistance program as well as other means of disseminating resources.

6. Health & Medical

We envision a City in which residents feel supported in their medical needs and can access information and resources as they age. Additionally, these needs can change suddenly as the result of accident or illness, or occur slowly over time. This is true whether the need for such resources is for oneself or a family member.

Beyond acute or chronic medical service, we recognize the importance of broader health initiatives, including benefits of vibrant and ongoing community conversation around food delivery and dining, exercise, mental health providers, and professional caregiving services.

7. Communication and Information

We envision a City in which older adults are well-informed about and thus more engaged in community programs, services, activities, encore employment and volunteer opportunities. Informational access and exchange is the driver for all other Domains of Livability. We cannot succeed in those domains without effective communication. To begin, Age Friendly Belvedere must identify and enhance existing communication channels to local, county, and state resources related to all domains of livability. Next, in order to further engage all or our community, we must explore untapped transmission channels, greater use of technology, and ways to simplify the interchange process. To this end, we envision greater access and awareness of our city website and newsletter, as well as the senior resources provided by the local library.

E. PROPOSED STRATEGIES FOR LOCAL ACTION

1. Parks, Recreation & Library Services

Strategic Goal #1 – work with Dept. Of Public Works to improve road and sidewalk safety, provide benches; maintain and support Lanes Initiative; protect public use of open space.

Strategic Goal #2 – continue to work with the Library to provide senior services.

Strategic Goal #3 - Encourage Ranch offerings for seniors.

2. Social & Volunteering Opportunities

Strategic Goal #1 – improve communication and outreach regarding volunteer opportunities.

Strategic Goal #2 – continue to work with Library to publicize activities and events for.

Strategic Goal #3 – upgrade and improve Founders Room and other spaces within City Hall as a community center

Strategic Goal #4 – encourage inclusion and intergenerationally.

3. Housing & Food Delivery Services

Strategic Goal #1 – Promote planning policies and home modification programs that enable seniors to remain in their homes and community as they age.

Strategic Goal #2 – promote development of additional housing options for seniors in the community.

Strategy #3 – Improve communication regarding goals #1 and #2.

4. Transportation & Walkability

Strategic Goal #1 – Work with Dept. of Public Works to identify and rectify mobility issues on streets and sidewalks, and improve pedestrian safety and walkability through neighborhoods.

Strategic Goal #2 – Identify and publicize alternatives to driving for seniors;

Strategic Goal #3 – identify volunteers and ride sharing opportunities for seniors.

5. Disaster Preparedness

Strategic Goal #1 – Continue to support Block Captain Program.

Strategic Goal #2 – Ensure that development of evacuation plans includes elements needed for seniors.

Strategic Goal #3 – Improve communication to seniors of citywide disaster plans and individual responsibility.

Strategic Goal #4 – increase participation in Alert Marin and other notification sources.

6. Health & Medical

Strategic Goal #1 – provide list of medical and mental health resources to seniors.

Strategic Goal #2 – provide list of Marin County health resources focused on aging.

Strategic Goal #3 - Publicize local and county programs that educate seniors about Medicare and other insurance issues.

Strategic Goal #4 – provide source to share information among seniors regarding care-giving options for residents seeking to age in place.

7. Communication and Information

Strategic Goal #1 – improve digital and print resources to reach seniors, including city website, newsletters, and print-media fliers to make all other Domains more effective in the community.

Strategic Goal #2 – work with library and other professionals to provide basic computer skills to access digital resources for seniors and use zoom.

Over the next five years, these working groups will conduct outreach to identify other residents with interest or expertise in the domain, research and investigate the domain as applied to Belvedere, determine specific needs and areas for improvement, advocate for implementation of proposed improvements, and assess progress.

VI. CONCLUSION – FUTURE ACTION AND ONGOING INITIATIVES

“No one can avoid aging, but aging productively is something else.” Katharine
Graham

This initial Aging Action Plan is the beginning of what we anticipate to be a continuum of progress toward the goals enunciated by the World Health Organization. It seeks to articulate and adopt policies focused on concrete action to foster the full participation of older people in community life, as well as to promote healthy and productive aging.

Immediate next steps include: (1) Obtain and integrate the results of the 2020 U.S. Census and evaluate the extent to which the new data informs our goals and advocacy. (2) Working groups for each of the seven identified Domains of Livability will engage with staff, elected representatives, pertinent committees, and other stakeholders to develop agendas, actions, intended outcomes and steps toward achieving those outcomes. (3) Investigate and develop relationships with affiliated agencies and organizations, experts, and resources for continuing to learn and advance the mission of making Belvedere a safe and supportive community that sustain the highest possible quality of life at every age.

Special thanks to the Age Friendly Belvedere advisory group, including: Diana Bradley, Nancy Kemnitzer, Larry Binkley, Debra Fisher, Peyton Stein, Tom Cromwell, Rob Santo Domingo, Larry Stoehr, Cynthia Shaver, Astrid Johnson, Bonnie Spiesberger, Bryan Kemnitzer, Bill Smith, and Ann Alwyn.