



CITY of BRISBANE

Parks and Recreation Commission Meeting Agenda

Wednesday, January 8, 2025 at 6:30 PM • 50 Park Place, Brisbane, CA

The public may observe/participate in Commission meetings using remote public comment options or attending in person. Commissioners shall attend in person unless remote participation is permitted by law. The Commission may take action on any item listed in the agenda.

TO ADDRESS THE COMMISSION IN PERSON

Location: 50 Park Place, Brisbane, CA 94005, Community Meeting Room

Masking is not required but according to the California Department of Public Health guidelines, people at higher risk for severe illness should consider masking. To help maintain public health and safety, we respectfully request that people not attend in-person if they are experiencing symptoms associated with COVID-19 or are otherwise ill and likely contagious (e.g., respiratory illnesses).

Members of the public are encouraged to submit written comments before the meeting, to be discussed in Written Communications.

REMOTE PARTICIPATION

Members of the public may participate in the Commission meeting by logging into the Zoom Webinar listed below. Commission meetings may also be viewed live and/or on-demand via the City's YouTube Channel, youtube.com/brisbaneca, or on Comcast Ch. 27. Archived videos may be replayed on the City's website, brisbaneca.org/meetings. Please be advised that if there are technological difficulties, the meeting will still continue if remote participation is available.

The agenda materials may be viewed online at brisbaneca.org/meetings at least 72 hours prior to a Commission meeting.

Remote Public Comments:

Remote meeting participants may address the Commission. Aside from commenting personally while in the Zoom Webinar, you can also use the call-in number. The public comments received will be noted for the record during Citizen Communications. We encourage you to email comments in advance of the meeting to jbondoc@brisbaneca.org since this email will not be monitored during the meeting. Emails received during the meeting will not be addressed and will not be brought to the attention of the Commission.

Join Zoom Webinar: brisbaneca.org/pr-zoom (please use the latest version: zoom.us/download)

Webinar ID: 920 4174 1911

Call-in Number: (669) 900-9128

SPECIAL ASSISTANCE

If you need special assistance to participate in this meeting, please contact the Parks & Recreation Department (415) 508-2140 in advance of the meeting. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Commissioners: Sims, Commerford, Davis, Greenlee, Ocampo, Seawell

1. CALL TO ORDER

2. ROLL CALL

3. ADOPTION OF AGENDA (Deletions, Additions, Changes)

4. APPROVAL OF MINUTES

A. November 13, 2024 **(Attachment)**

5. CITIZEN COMMUNICATIONS

6. PRESENTATIONS

B. Thank you/Acknowledgement to Frank Kern for his service on the P&R Commission

C. Seniors Presentation

7. OLD BUSINESS

D. Festival of Lights debrief

E. Update regarding ongoing research of Parks & Recreation Foundations **(Attachment)**

8. NEW BUSINESS

F. Age-Friendly Action Plan Update **(Attachment)**

G. Fundraising approach and strategies for 2025 Concerts in the Park series **(Attachment)**

H. 2025 P&R Commission calendar draft **(Attachment)**

9. REPORTS

I. Chairperson

J. Subcommittees **(Attachment)**

a. Public Art Advisory Committee Meeting (Held on 11/18/24, 12/10/24)

b. Setting Subcommittee Meetings

K. Commissioners

L. Staff

10. COMMISSION MATTERS

I. Written Communications

11. ADJOURNMENT

The next regularly scheduled meeting will be February 12, 2025.



Brisbane Parks and Recreation Commission *Action Minutes*

REGULAR MEETING

November 13, 2024

HYBRID COMMISSION MEETING, 50 PARK PL., BRISBANE, CA

CALL TO ORDER

Chairperson Sims called the meeting to order at 6:32pm.

ROLL CALL

Commissioners present: Sims, Commerford, Davis, Greenlee, Kern, Ocampo, Seawell

Staff present: Recreation Supervisor Houghton, Administrative Assistant Bondoc

ADOPTION OF AGENDA

Commissioner Commerford moved, seconded by Commissioner Greenlee, to approve the November 13, 2024 agenda. The motion carried 7-0.

APPROVAL OF MINUTES

A. October 9, 2024

Commissioner Kern moved, seconded by Commissioner Ocampo, to approve the October 9, 2024 minutes. The motion carried 7-0.

CITIZEN COMMUNICATIONS

None

PRESENTATIONS

None

OLD BUSINESS

None

NEW BUSINESS

B. Discuss Young Adult Development Series and community-wide survey

Supervisor Houghton solicited feedback regarding a survey to develop programming for young adults ages 16-24.

C. Appoint a Commission representative (and an alternate) as a liaison to an ad hoc subcommittee with the Inclusion, Diversity, Equity & Accountability (IDEA) Committee

Commissioner Davis, with Commissioner Ocampo as alternate, will serve as liaison to an ad hoc subcommittee with the IDEA Committee.

REPORTS

D. Chairperson

None

E. Subcommittees

- a. Public Art Advisory Committee Meeting (Held on 10/14/24)
Subcommittee members met with the metalwork artists selected for the San Benito-Alvarado project.
- b. Festival of Lights Subcommittee Meeting (Held on 10/28/24)
Subcommittee members shared that the 12/8 Festival of Lights will feature a Peace theme, light exhibits, refreshments, and music.
- c. Setting Subcommittee Meetings
None

F. Commissioners

Commissioner Ocampo shared that she was approached to be present for the 11/21 senior program planning at the Sunrise Room.

G. Staff

Staff recapped the 10/28 Howl-o-ween at the gazebo and 11/8 middle school dance at Mission Blue Center, as well as shared the schedule for the winter activity guide and open registrations. Upcoming events include the 11/13 teen night at the Sunrise Room, 11/15-11/17 lifeguard course, 12/7 teen trip to Academy of Sciences, and 12/8 Festival of Lights.

COMMISSION MATTERS

H. Written Communications

None

ADJOURNMENT

Chairperson Sims moved to adjourn the meeting at 7:11pm. The next regularly scheduled meeting will be January 8, 2025.

P&R Foundation information

San Carlos: <https://prfsancarlos.org/>

Name: Parks & Recreation Foundation of San Carlos

Formed in 2007 by a group of San Carlos residents, the Parks and Recreation Foundation of San Carlos was a response to the growing need of park improvements throughout the city at a time of dramatic public funding cutbacks. Using a public/private partnership model, the Parks and Recreation Foundation came together in an effort to secure private monies aimed at facility improvements, program implementation, and other services of the San Carlos Parks & Recreation Department.

San Carlos Citizens have long identified the City's Parks & Recreation facilities and programs as essential to their quality of life. The goal of the Parks and Recreation Foundation is to meet the gap between city resources and citizens' expectations.

The Parks and Recreation Foundation is made up of a board membership of 13 San Carlos citizens, all of whom donate their time to ensure the vitality of all 14 San Carlos parks & park programs. This includes implementing annual community fundraising events like the Symphony at Sunset, Bocce Ball tournaments, Ferris Wheel's, soliciting naming opportunities on Park features like benches, trees and wall tiles, to garnering the generous cash donations of citizens & local businesses.

The Foundation raised over \$400,000 in private donations for Burton Park's Phase I renovations, unveiled in 2009, and \$250,000 in private donations for Burton Park's Phase II renovations, completed in 2014. The Foundation has provided over \$10,000 in scholarships to citizens who need some fee assistance for the City's great recreational programs. Other donations include sponsoring Friday night concerts in the park, and paying for field and park maintenance.

The Parks and Recreation Foundation of San Carlos was established to secure funding for Parks and Recreation facilities, programs, and services benefiting our community. The Foundation serves as the vehicle for acceptance of private donations and endowments given specifically for San Carlos Parks and Recreation opportunities. The Foundation is an independent, community organization with sole discretion of how their funds are spent.

Our Vision

Ensuring quality living for our community through San Carlos Parks and Recreation.

Our Mission

To support San Carlos Parks & Recreation by:

- Securing monies and resources
- Building partnerships
- Developing and sustaining relationships
- Allocating funds to San Carlos Parks and Recreation
- Serving as advocates for San Carlos Parks
- Coordinating tactical priorities with the Parks and Recreation Director

San Mateo: <http://www.ilovesanmateocityparks.org/>

Name: I Love San Mateo City Parks

General Info: A private, non-profit 501 c 3 organization that works in collaboration with the City of San Mateo Parks and Recreation Department to support parks, recreation programs and capital projects that can be enjoyed by all San Mateo residents. We believe that parks play a vital role in creating a healthy and vibrant community by:

- Providing every child a safe and enjoyable place to play
- Making our neighborhoods attractive and livable
- Providing access to the serenity and inspiration of nature; and
- Bringing people together to create memories that last a lifetime

The San Mateo City Parks and Recreation Foundation was established to encourage community engagement, volunteerism and philanthropy in order to insure that our rich parks and recreation heritage continues into the future. San Mateo's park history is nearly 100 years old and began with the acquisition of the 16 acre Kohl Estate in 1922 which later became Central Park. After 90+ years, San Mateo's park system has grown to over 30 developed parks and 275 acres of open space.

The Foundation is committed to conserving and improving the quality of our city parks for current and future generations to enjoy.

Mission Statement

To support, promote, advance and assist in the provision of public parks and recreation in the City of San Mateo.

Programs: <http://www.ilovesanmateocityparks.org/programs-we-support.html>

Redwood City: <https://www.rwcpaf.org/>

Name: Redwood City Parks & Arts Foundation

The Redwood City Parks and Arts Foundation, established in 2012, is a 501(c)3 public charity. The Foundation's mission is to advocate, advance, and develop support for parks, recreational programming, community services, cultural activities, and the arts in Redwood City and surrounding unincorporated areas. The board works closely with the City of Redwood City's Department of Parks, Recreation, and Community Services and provides technical, volunteer and financial support for entertainment and community events which enhance our quality of life.

Mission

The Redwood City Parks and Arts Foundation's mission is to advocate, advance, and develop support for parks, recreational programming, community services, cultural activities, and the arts in Redwood City and surrounding unincorporated areas.

Our foundation goals:

- Provide support to the Redwood City Parks, Recreation & Community Services Department
- Raise community awareness and support for parks, recreation, and the arts
- Leverage and expand available financial resources to enhance and increase parks, recreation and the arts
- Focus on priority projects and high-impact programs that meet community needs
- Partner and collaborate with other organizations to access unique resources to provide more programs for our community

Projects & events: <https://www.rwcpaf.org/projects>

The Board is happy to share the Foundation's IRS 501(c)3 Determination Letter and Form 990's.

County of San Mateo: <https://supportparks.org/>

Name: San Mateo County Parks Foundation

Facilitated by: Volunteer Board & small staff

General Info: The San Mateo County Parks Foundation was established in 1998 to provide additional financial support for the recreational, environmental and educational programs and projects of the San Mateo County Department of Parks. The Foundation is governed by a volunteer board of directors and has a small staff.

The Foundation seeks grants and contributions from individuals, foundations and businesses. Recognition of gifts is done in accordance with the county's approved donor recognition guidelines. The Foundation does not manage the projects directly. The San Mateo County Department of Parks is responsible for the design, permitting, contracting and maintenance of the projects.

Mission Statement

The San Mateo County Parks Foundation inspires people to care for, learn about and enjoy our parks.

Land Acknowledgement

The San Mateo County Parks Foundation's office is located on the ancestral homeland of the Ramaytush and Muwekma Ohlone peoples, the original inhabitants and land stewards of the San Francisco Peninsula. As guests, we recognize that we benefit from living, working and recreating here on their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders and future generations of caretakers of the Ohlone people.

Fundraising Priorities and Current Goals

In partnership with the San Mateo County Department of Parks, the Foundation raises funds to support projects, programs and volunteers for benefit parks and visitors. We are committed to conserving and improving the quality of our county parks for current and future generations to enjoy.

Their work: programs, projects, events: <https://supportparks.org/our-work/>

Belmont: <https://www.belmontcommunityfoundation.org/about>

Name: Belmont Community Foundation

Newly established (2024?)

Mission

The mission of the Belmont Community Foundation is to improve the lives of people in the City of Belmont by bringing together the financial resources of individuals, families, businesses, and other organizations to foster a vibrant, inclusive, and healthy community.

Join the Belmont Community Foundation in improving the lives of the people in the City of Belmont, California, and fostering a vibrant, inclusive, and healthy community.

Our priorities are to move the community forward on the goal of a new Belmont Community Center and to support the programs and scholarship opportunities offered through the City of Belmont's Parks & Recreation.

Burlingame: <https://www.supportburlingameparks.org/>

Name: Burlingame Parks & Recreation Foundation

Mission

Our mission is to raise funds that provide scholarship assistance for enrollment in Park and Rec programs, fund additional Park and Rec programs, and provide the necessary equipment, repairs, and capital improvements as needed to Burlingame facilities.

The Burlingame Parks and Recreation Foundation, a 501(c)3 non-profit organization, was founded to enhance the life of all residents in Burlingame and the surrounding communities by working with our city staff to facilitate volunteer opportunities, provide community outreach for park and recreation, and raise funds to support our local programs, facilities, and services. If you would like to donate or volunteer, please contact us at the following email: info@supportburlingameparks.com.

The Foundation, a 501(c)3 non-profit organization, in consultation with the Parks & Recreation Department has created the below wish list of items that will benefit the community. If you are interested in donating these items, or making a donation to fund a specific need, please contact Margaret Glomstad at mglomstad@burlingame.org for more information.

- Water bottle refilling stations
- Benches for community tennis courts
- Game tables at various City parks
- Bicycle repair station
- Lights for Washington Park bocce courts

Annual report: <https://www.supportburlingameparks.org/wp-content/uploads/2023/05/2022-Annual-Report.pdf>

San Francisco: <https://sanfranciscoparksalliance.org/about/>

Name: SF Parks Alliance (Neighborhood Parks Council was its predecessor)

Mission

(Founded in 1971) SF Parks Alliance is the only city-wide parks nonprofit in San Francisco. For over 50 years, we've been partnering with communities and public agencies to create, sustain, and advocate for parks and public spaces that welcome and belong to everyone.

Combination of Staff & Board

SF Parks Alliance partners with communities and city agencies to create, sustain, and advocate for parks and public spaces across San Francisco. Through deep community engagement, collaborative design, fundraising and maintenance plan creation, we support community groups in their efforts to beautify and improve their neighborhoods.

San Francisco's parks and public spaces are integral to the beauty, health and wellness, cultural vibrancy, and economic viability of our city. Everyone should feel empowered to not only use these spaces, but also to create safe, fun, and accessible spaces in their own neighborhoods. Whether you are a resident, property owner, business, or neighborhood group, this Public Space Toolkit is your resource for inspirational projects and stories, how-to guides, and services within San Francisco to help you create, sustain, and advocate for your parks and public spaces.

Event Programming, Projects, Community Partner Network, Advocacy

P&R Foundation Information Request

San Carlos

President: Richard Armanino

Vice President: Liz McGee Min

Phone: (650) 597-0773

Assigned to: RENEE

City of San Mateo

President: Cliff Robbins

Vice President: Ken Chin

Phone: (650) 522-7400

Email: ilovesanmateocityparks@gmail.com

Assigned to: JULIE

County of San Mateo

Chair: Katy Coonan Rhoades

Vice Chair: Mary DeLong

Executive Director: Michele Beasley

Phone: (650) 321-5812

Assigned to: LEESA

Belmont

President: Ulla Foehr

Email: info@belmontcf.org

Assigned to: TRUDI

Redwood City

President: Pamela Estes

Vice President: Sheil Cepero

Phone: (650) 780-7250

Email: info@rwcpaf.org

Assigned to: FRANK

Burlingame

President: Carol Yasuda-Terrones

Vice President: Dan DeWitt

Phone: (650) 558-7300

Email: info@supportburlingameparks.org

Assigned to: TOM

San Francisco

Phone: (415) 621-3260

COO (Development, Mktg, Programming):

Sonia Gonzalez Banks (415) 830-5568

Senior Manager (Administration): Leigh Hiura
(415) 513-5098

Assigned to: NATALIE

Talking Points/Questions

Establishment & Structure

1. What was the catalyst for establishing a nonprofit organization to support local parks and recreation initiatives? How did you get started? What were the steps?
2. What is the structure of the nonprofit, and how does the nonprofit interact with city officials/commissioners? How do you keep the communication clear and consistent?
3. What is the role of the Board Members? How many members are on the board of trustees? What does the average trustee's background, experience and interests look like? What is their term?
4. How challenging has it been to recruit nonprofit board members/supporters? What types of people do you find make the best board members?
5. Was your foundation started using a large lump sum gift or was it grown via fundraising?
6. Have there been topics that have caused contention between trustees? Are you able to give examples?

Projects & Initiatives

1. Do you have a master plan? If so, how many years projected into the future is your foundation's master plan?
2. Does your foundation have a singular goal with an expiration date or is it intended to continue on in perpetuity?
3. What criteria is used to determine which projects/long term investments receive funding?

Financial

1. What tactics have you used to fundraise? Which have had the greatest impact? Which were less successful and why?
2. Are you able to share the foundation's budget and high level spend categories?
3. Does your foundation have a financial advisor?
4. Do you have a Donor-Advised Fund?
5. What are the monthly expenses associated with the management and upkeep (admin)?
6. Do you actively pursue grants? What are some challenges in this area? What are some of your biggest wins?
7. How do you coordinate the funding and planning with City Council?

General

1. What have been the benefits and challenges?
2. What is your ongoing interaction with the community at large? With local businesses?
3. Is there anything we should be aware of if we were to start down a path toward creating a nonprofit? If you were to start all over again, is there anything you would do differently?

Interview Notes – Parks and Rec Foundation

Frank Kern - Exploratory discussion with Pamela Estes/ Foundation President of Redwood City Parks and Arts Foundation – April 27, 2024

- RWCPAF Foundation was founded in 2012 using an endowment of roughly \$80k.
- She called out that grant opportunities/sources are far greater for a not-for-profit foundations than governmental agencies.
- RWCPAF foundation employs one part time admin; the foundations only employee.
- Board is comprised of 5 members; all volunteer.
- The RWCPAF purposely kept their mission broad so they could participate in funding events, art, programming and health/human services. The mission is as follows: The Redwood City Parks and Arts Foundation's mission is to advocate, advance and develop support for parks, recreational programming, community services, cultural activities and the arts in Redwood City and surrounding unincorporated areas.
- **IMPORTANT: When fundraising for any initiative with the city/city council/parks and recreation, be 100% in lockstep on timing and deliverables. Point being that the foundation can move very quickly to procure funding and the master project scope and timeline (city specific) should be agreed to and locked before the first dollar is raised and or earmarked.**
- The catalyst for starting the RWCPAF was that the local arts commission was going to be disbanded but ultimately, it wasn't. RWCPAF works with the on-going arts commission on projects.
- **IMPORTANT: Pamela indicated that foundation branding is a critical component for long term success. In her opinion, no resident should ever confuse the foundation with the city's park and recreation department. For example, a resident shouldn't be contacting the foundation because there's a broken piece of equipment in the playground or submitting inquires about the spring soccer team sign up.**
- RWCPAF has a major legacy project which is their Magical Bridge playground located at 938 Valota Rd, Redwood City, CA 94061.
- She did indicate that the RWCPAF board is very hands on. On the same topic she did say recruiting board members has been a bit of challenge and her opinion is that being a board member of the foundation doesn't necessarily result in a path to other seats in local government.
- RWCPAF does not have a donor advised fund.
- They do accept donations very specifically reserved for specific projects, events. They also accept donations for general use.
- RWCPAF has volunteer opportunities posted year-round for sign up. Pamela indicated that this has been relatively successful because it allows community members to get involved with events/programming that matches with their interests.
<https://www.rwcpaf.org/volunteer>
- Pamela provided the following contact information for service providers specializing in foundation support and she indicated she's been satisfied with their service:
 - **Accountant: Penny Lane**

<https://karlssonlane.com/>

- **Attorney: Erin Bradick**
<https://neolawgroup.com/>
- **For the first several years, we tried to get by with volunteer help from an accountant, and pro bono legal help. I recommend just paying for needed professional services.**
- **Insurance: Virginia Fontana**
<https://bpia.net/>

Pamela did share the board member expectations document here in-line:

Redwood City Parks and Arts Foundation

Board of Directors Expectations

1. Participation:

- Engage in discussion and decision-making, always respecting the opinions of others.
- Utilize individual skills and expertise and apply it appropriately to tasks that would benefit from such knowledge.
- Participate in board training, retreats and other activities to enhance the effectiveness of the board and each member's performance.
- Help identify, recruit and mentor new board members and volunteers.
- Represent the foundation in the community through advocacy, promotion, and sharing the foundation's purpose and mission.
- Raise awareness for the foundation within the community.

2. Attendance:

- Attend no less than 8 board meetings out of 11 during one fiscal year.
- A board member can teleconference when appropriate.
- A board member will make every attempt to attend annual retreats.

3. Involvement:

A board member is expected to demonstrate a willingness to work on committees and projects. A board member is expected to participate as follows: 1 organizational committee/responsibility; head or co-head one of our major events or programs; fulfill at least one shift for each designated event during each year.

4. Familiarity with:

- Bylaws
- Mission Statement and Goals
- Committees and Projects

5. General knowledge of:

- Website (Wix)
- Google Drive
- Facebook page
- Twitter
- Instagram

6. Resource Development:

- Assist with development and implementation of fundraising strategies and donor cultivation.
- Make an annual monetary gift to the foundation according to personal means.

7. Conflict of Interest:

A board member will inform the board of any potential conflicts of interest, whether real or perceived, and abide by the decision of the board related to the situation. A board member will recuse themselves when appropriate.

8. Confidentiality:

Board discussions, decisions, projects and funding, etc. are confidential and not to be discussed or preannounced outside of proper protocol.

9. Inability to Fulfill Board Member Expectations:

Agree to step down from the board position if unable to fulfill these expectations. I have read and agree to the Expectations of the Board of Directors and By-Laws.

Leesa Greenlee – Foundation meeting notes: SM County Parks

In the 80s and 90s they tried a ballot initiative to raise money for SM county parks, a percentage of general sales tax, IT FAILED at the ballot.

In 1998 they decided to create a non-profit Foundation and got seed money from the County.

It took 1 year to get set up.

They first took over management of their Bench and Memorial program. This program dedicates memorial benches. It raises \$ but is a lot of work.

We can, as a non-profit, receive money for county projects

They got 75,000 base line support, worked closely with the Park and Rec to set priorities.

FIRST: they created a Board and crafted Bi-Laws (had a law firm help with Bi-laws) THEN:they created a group of volunteers called : Friends of the P&R... in Edgewood they have a group that has been going strong for 30 years! These are your “BOOTS ON THE GROUND” people who will make things actually happen.

The foundation goes about getting and making money: Individual Donors, Corporate Donors, writes Grants, sells Merch, Monthly Donors, Memorial benches, Stock Donations, Matching Funds, General events that get Donors EXCITED about donations. *** careful to make sure that events are profitable, dont spend more than you will take in...

ALSO: Your Foundation needs a MISSION STATEMENT...What is your mission?

THE BOARD, Who are they? Generally they need 3 attributes: Time, Talent, and Treasure (\$)...a passion for the mission. (Boards are tricky) They have 10-12 members on their board.- I don't think we need this many...

They decide on specific projects and estimate costs.

They REPORT back to Donors.

They are CAREFUL how the \$ is spent, good records and bookkeeping.

Each board member has a specific ROLL.

To set all this up, they used a Facilitator.

Foundation Feasibility Ad Hoc Subcommittee Meeting Notes

Wednesday 9/24/2024

Commissioners: Frank Kern, Renee Commerford (Absent: Tom Seawell)

Staff: Jeremy Dennis, Noreen Leek

General Approach:

A P&R Foundation should augment & enhance what already exists vs. replace it.

Both large- and small-scale projects should be identified.

A 5-year plan and vision statement should be created.

Action Items for Subcommittee:

- Review other foundations mission statements for inspiration.
- Coalesce notes from Commissioner interviews with other foundation representatives (remind folks to provide meeting notes to staff so that they can be consolidated).
- Considerations: Board, Bylaws, Legal, Finance, 501c3 status, Consultant, etc.

Action Items for Staff:

- Research prospective consultants that could meet with and provide guidance to the subcommittee. Noreen and Jeremy will provide to the subcommittee.
- Prepare questions for and liaison with City attorneys as needed.
- Explore using CA Public Policy Group for potential grant support in the future:
 - <https://publicpolicygroup.com/#services>

Follow up provided to subcommittee from staff on 10/9/2024:

Staff conducted some preliminary research to locate resources for you to pursue in the realm of establishing a foundation. Below are a few links that appear to be viable resources for your further research:

- National Association of Foundations: <https://www.the-napf.org/establishing-advancing-a-park-foundation>, <https://www.the-napf.org/>
- Driven Strategic: <http://www.drivenstrategic.com/consulting-for-nonprofits---public-organizations.html>
- Green Flag Award: <https://www.greenflagaward.org/resources/guidance/how-to-set-up-a-parks-foundation/>
- California Public Policy Group: <https://publicpolicygroup.com/#services>



PARKS & RECREATION COMMISSION AGENDA REPORT

Meeting Date: 1/8/2025

From: Nicole Houghton, Recreation Supervisor

Noreen Leek, Parks & Recreation Director

Subject: Age Friendly Action Plan Draft Review

Purpose

To ensure vibrant, sustainable, supportive, and inclusive communities for all generations.

Recommendation

Review Brisbane's Age Friendly action plan and provide comments to staff.

Background

The global network of Age Friendly Cities offers opportunities to address the aging population in a positive and inclusive way. The program provides resources to help communities support individuals to live comfortably in their homes and communities and encourages older residents to take an active role in having their voices heard.

The concept of global Age Friendly Cities was developed in 2005 by the World Health Organization (WHO) to help cities consider and implement policies and services to support older adults as they age to live healthy and vibrant lives. According to WHO, population aging and urbanization are two global trends that comprise major forces shaping the 21st century.

WHO also recognize that older people often require supportive and enabling living environments to compensate for physical and social changes associated with aging. Thus, in order to retain a vibrant and enriching population of older adults, cities must provide structures and services to support their well-being and productivity. Making cities more age-friendly is a necessary and logical response to promote the well-being and contributions of older residents and to keep cities thriving.

WHO has identified eight (8) key domains for establishing an age-friendly community. They include:

1. Housing
2. Transportation
3. Social participation
4. Respect and social inclusion
5. Civic participation and employment
6. Communication and information
7. Community support and health services
8. Outdoor spaces and buildings

Many cities are experiencing rapid increases to their aging population, particularly the proportion of people aged 65 and older. In fact, 10,000 United States adults turn 65 daily, and this will continue through 2030. In 2018, San Mateo County's Board of Supervisors committed to joining WHO's age-friendly, global network and established the San Mateo County Age Friendly Initiative. The County also

then partnered with the Center for Age Friendly Excellence (CAFE), to help achieve this designation over the coming years. CAFE has already collaborated with and designated more than fifteen communities in San Mateo County.

To be designated as an “Age Friendly City” through the World Health Organization, Brisbane must demonstrate that it is committed to providing places for older adults to be engaged, as well as social opportunities and services that ensure older adults can thrive and be an active part of the community.

Discussion

In late December 2022, a representative from the Center for Age-Friendly Excellence (CAFE) reached out to the City Manager about the possibility of joining the World Health Organization (WHO) Network of Age-Friendly Cities. In February of 2023, City Council affirmed their support for the effort and directed staff to draft the application.

Over the span of three months, a total of 6 focus groups were held, including: the Task Force group, older adults 55+, older adults with priority needs, ethnic group of older adults, and underserved residents 55+ in a geographical area that is not usually represented. Qualitative (focus group reports) are available online (brisbaneca.org/agefriendly).

In May 2023, a letter of support from Mayor Davis was received, and in June 2023, a resolution from the City Council authorized the City's participation in the Age-Friendly Communities Network.

The AARP Age Friendly community survey was available from September 2023-January 2024 for community members to provide additional feedback about how Brisbane can continue to be a great place to live for older adults. The survey feedback was helpful in guiding the Task Force in its creation of the AARP Action Plan, in coordination with CAFE.

The Task Force conducted community outreach to generate 152 completed surveys, signifying a great response for the size of our City. Outreach included: a “town hall” during senior lunch at the Community Center, farmers market, city facilities, the library, working with the City’s Communications team for print and online media, improving communication efforts within the Sierra Point Mobile Home Park and Ridge residents, signboards, P&R activity guide, Chamber of Commerce’s Luminary, through the school e-newsletters and more.

City staff also attended AARP’s roundtable event in Oakland, an Age Friendly training on Promoting a Positive Image of Age in October 2023, AARP’s Livability Grant Process in February 2024, and an Enhancing Community Accessibility through an Age Friendly Lens training in September 2024.

In June 2024, CAFE conducted interviews and solicited input from city staff representing the following departments: City Manager’s office, North County Fire Authority, Library, Parks & Recreation, Public Works, Community Development, and Police. Interviews were conducted to capture information on current projects and services that are already being provided.

The action plan is a comprehensive overview of feedback received and a wide range of proposed projects that will continue what is currently successful and also address areas identified as needing improvement. The Commission may provide comments to staff regarding the action plan which will

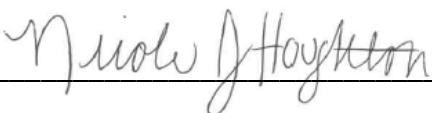
ultimately be presented to the City Council at their meeting on 1/16/2025. With Council's support, the formal action plan will be submitted to AARP and the WHO for final endorsement.

Fiscal Impact

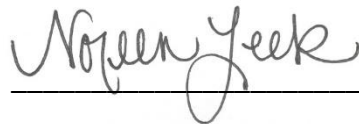
With the exception of staff time, no costs were incurred by the City as a result of developing the action plan itself. The City contracted with CAFE using a grant to cover the costs associated with drafting the plan. There is no direct fiscal impact associated with the review or acceptance of this report. If specific projects or initiatives are identified as priorities for implementation in the future, requests for budget allocations would be brought forward to the City Council for consideration at that time.

Attachments

1. DRAFT Age Friendly Action Plan



Nicole Houghton, Recreation Supervisor



Noreen Leek, Parks & Recreation Director



Brisbane Age-Friendly Action Plan

2025–2028





Executive Summary

On June 20, 2023, the American Association of Retired Persons (AARP) and the World Health Organization (WHO) formally designated the City of Brisbane an Age-friendly City. This marks the beginning in Brisbane's Age-friendly journey and is a testament to our community's unwavering commitment to fostering an inclusive and supportive environment for all age groups. We are developing an action plan that provides a clear and strategic direction for the City's initiatives. This plan will outline specific goals, objectives, actions, and responsibilities to be taken to address the needs of older adults and other residents.

Today, more than 55 million people living in the United States are over the age of 65. They represent over 16% of our country's population and will continue to increase over the next 30 years. We have come to a crossroads where older adults outnumber children in many countries.*

Brisbane is committed to being an age-friendly community and providing quality public services and programs. We respect community values and apply necessary resources to meet our community members' prospective challenges and expectations. We want to be sure our City incorporates programs and policies that enhance the quality of life and promote wellness for all residents, especially those over the age of 55. The Brisbane Parks and Recreation Department offers a Senior Club that helps those over 55 and offers programs and outings to enhance social, educational, and health programs, in addition to weekly lunches. The Department also offers a variety of programming for older adults that is available to non-members of the Senior Club.

**Aging in the United States: Strategic Framework for a National Plan on Aging, May 2024.*

As a proud member of the Age-friendly network, Brisbane is developing an action plan that acts as a roadmap and foundation, a living document that genuinely belongs to our community and all our residents. Our commitment encompasses our mission and values, in addition to ensuring our City is a place for all ages, reflecting the diversity and inclusivity of our population.

As life expectancy increases, ensuring our City evolves and becomes a great place to grow and experience a good quality of life is essential. A sense of community and self-belonging is critical to offer in a city. The goals and strategies in the action plan will be a positive step forward in identifying how we intend to engage our community, broaden our services, create opportunities for residents to thrive, and provide feedback on progress.

Brisbane is a beautiful place to live, work, and play while enjoying ourselves as we age. With this Age-Friendly Action Plan, our community will work together across neighborhoods, cities, and counties.



Table of Contents

5	Overview: Age-Friendly Cities
6	Eight Domains of Livability and Examples
15	Action Plan Introduction
19	Domain 1: Outdoor Spaces and Buildings
22	Domain 2: Transportation
26	Domain 3: Housing
29	Domain 4: Social Participation
32	Domain 5: Communication and Information
36	Domain 6: Respect and Social Inclusion
40	Domain 7: Civic Participation and Employment
43	Domain 8: Community Support and Health Services
46	Domain 9: Emergency Services
	<i>Appendices:</i>
48	A. Age-Friendly Projects to Consider
49	B. Current Age-Friendly Practices
80	C. The City of Brisbane
83	D. City Government
86	E. Demographic Profile of Brisbane Residents
89	F. Livability Index
91	Acknowledgment
92	Resources

Overview:

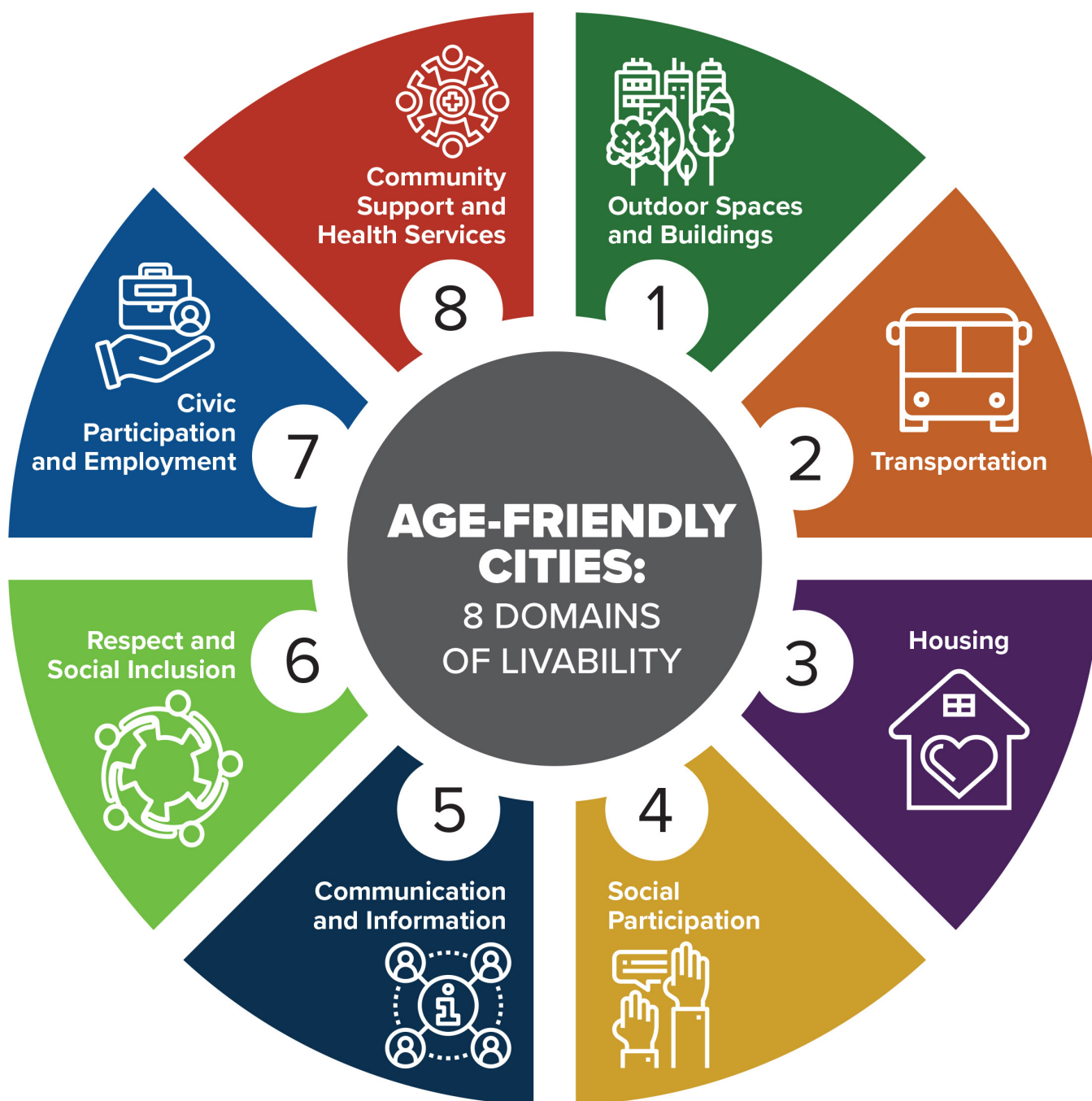
AGE-FRIENDLY CITIES

The concept of the “Age-Friendly” movement was first developed by the World Health Organization (WHO) through a research project to examine older adults and their experiences living in urban environments. This initiative addresses the challenges a rapidly aging population faces worldwide and promotes environments that support activity and independence. The WHO Global Network for Age-friendly Cities and Communities launched in 2010 and currently includes 1,606 cities and communities in 53 countries covering over 330 million people worldwide. An age-friendly city fosters inclusivity across eight domains, including outdoor spaces and buildings, transportation, housing, social participation, communication and information, respect and social inclusion, civic participation and employment, and community support and health services.

The framework for age-friendly cities emphasizes the importance of involving older adults in the planning and decision-making to ensure their voices are heard, and their needs are addressed. The overarching goal of age-friendly cities is to create environments where older adults can thrive, maintain independence, and continue contributing to their communities. By addressing the diverse needs of an aging population, these cities enhance the quality of life for older residents and create a more meaningful and inclusive community for people to age in place with grace and dignity.

The network aims to enable cities and communities worldwide to become increasingly age-friendly by developing projects, programs, and policies that demonstrate evidence-based solutions based on eight domains. This plan includes an added domain related to emergency services that does not play a part in the original eight domains. This domain ensures that our older population is well-prepared and supported during emergencies.

AGE-FRIENDLY DOMAINS



NOTE: A ninth additional domain has been added to highlight Brisbane's Action Plan for **Emergency Services**.



DOMAIN 1: Outdoor Spaces and Buildings

An age-friendly community focuses on creating physical environments that are accessible, safe, and conducive to active aging. This term refers to optimizing opportunities for health, participation, and security to enhance quality of life as people age. Ensuring older adults can live safely, enjoy good health, and stay engaged in their communities is essential. This domain encompasses the physical environment of a community, focusing on accessibility, inclusivity, and safety.

Well-maintained sidewalks, trails, pathways, and roads are crucial in an age-friendly community. They not only prevent falls but also provide a sense of security. Public buildings, such as libraries, community centers, and government offices, when safe and clean and with accessible restrooms, enhance usability for all older adults, providing reassurance and confidence in their surroundings.

Adequate street lighting helps prevent accidents and enhances security. Crosswalks with clear markings, clear signage that is easy-to-read, and lower speed limits in high-traffic areas are needed to protect older pedestrians.

Age-friendly parks are more than just spaces for recreation and relaxation. They are about fostering a sense of community among older adults. Benches, shaded areas, and exercise equipment promote physical activity and social interaction. Community centers offer social activities and educational programs tailored for older adults, further promoting a sense of connection and engagement.

An age-friendly community is not just about physical accessibility and safety. It's about empowering older adults to lead independent lives. Enhanced mobility and independence, fostered by accessible and safe environments, reduce the risk of social isolation. Engaging in outside activities, classes, and group activities further enhances social engagement, uplifting the overall well-being of older adults and making them feel in control of their lives.





DOMAIN 2: **Transportation**

The age-friendly transportation domain encompasses various aspects designed to ensure that older adults have reliable, safe, and accessible means of getting around the community. This domain is essential for public transportation, senior transport services, and well-maintained roads. Offering transportation options such as shuttles, buses, trains, and paratransit (a specialized, door-to-door service for people with disabilities) ensures that older adults with mobility challenges can still travel to medical appointments, grocery stores, pharmacies, and social events.



Well-maintained roads and a pedestrian-friendly infrastructure, including smooth sidewalks, clear crosswalks, and traffic calming measures, contribute to the safety of older adults. Enhanced lighting and clear signage will support navigation, especially for those with visual impairments.

Providing transportation subsidies or discounts for older adults in an age-friendly community is essential. This measure makes travel more affordable and ensures their mobility and independence. Driver refresher courses and pedestrian safety workshops also play a significant role in assisting older adults with the knowledge to travel safely.





DOMAIN 3: **Housing**

The housing domain provides safe, adaptable, and affordable living environments that meet the needs of older adults. This domain encompasses a range of elements, including accessible home design, diverse housing options, community planning initiatives, and support services. These aspects collectively help to ensure that older adults can live independently and comfortably in their communities.



Community planning initiatives play a significant role in creating age-friendly neighborhoods. This includes zoning laws allowing accessory dwelling units (ADUs), which provide additional living spaces for older adults close to family members. Efforts to integrate housing near public transportation, healthcare facilities, and recreational areas ensure that essential services and social opportunities are within reach.

Housing supports older adults by providing adaptable living environments, diverse housing options, and essential support services. These measures help older residents maintain their independence, safety, and quality of life, allowing them to age in place and stay connected with their community.





DOMAIN 4: Social Participation

The age-friendly domain of social participation focuses on ensuring that older adults have ample opportunities to engage in social, cultural, and recreational activities. This domain encompasses various elements, including community centers, social clubs, volunteer opportunities, and organized events designed to enhance older residents' social well-being and mental health.

Community centers play a pivotal role by offering activities and programs tailored to older adults. These centers often host exercise classes, art workshops, and educational lectures, providing a space where older adults can meet, socialize, and pursue their interests. Social clubs and interest groups further support social participation by connecting individuals with shared hobbies or backgrounds, fostering a sense of belonging and community.

Organized events, such as cultural festivals, holiday celebrations, and community fairs, promote social participation. These events provide occasions for older adults to come together with family, friends, and neighbors, enhancing their sense of community and inclusion. Additionally, local libraries and museums often offer special programs and events for seniors, including book clubs, film screenings, technical assistance, and historical tours.

Information about social activities and events is readily accessible to older adults. This includes maintaining up-to-date community calendars, newsletters, and online resources that highlight upcoming activities and opportunities for engagement. Efforts are also made to ensure that venues for these activities are easily accessible and age-friendly.

The age-friendly domain of social participation provides a comprehensive array of programs and opportunities that benefit older adults by fostering social connections, enhancing mental well-being, and promoting active engagement in the community. These efforts help older residents maintain a vibrant social life, stay mentally stimulated, and feel valued within their community.





DOMAIN 5: Communication and Information

The age-friendly domain of communication and information ensures that older adults have information available to them that is timely, relevant, and accessible. This domain encompasses a variety of elements, including user-friendly communication channels, technological support, clear public messaging, and educational resources. These features collectively enable older adults to stay informed, connected, and engaged with their community.

User-friendly communication channels are essential for disseminating information to older adults. An age-friendly city should employ various methods, such as printed newsletters, community bulletins, local newspapers, and radio broadcasts, to cater to those who may not be comfortable with digital technology. These traditional channels provide vital information about community events, public services, health resources, and other relevant topics.

Technological support is another crucial component in helping older adults navigate the digital world. Classes and workshops on using computers, smartphones, and the internet, ensuring that older residents can access online resources, social media, and digital communication tools. Public libraries and community centers often provide free internet access and one-on-one tech assistance, bridging the digital divide and empowering older adults to stay connected with family and friends.

Educational resources further enhance the age-friendly communication domain. Seminars, workshops, and informational sessions are offered on various topics, such as health management, financial planning, and legal rights. These educational programs are often held at community centers, libraries, and senior living facilities, providing convenient access for older adults.

The domain of communication and information offers a comprehensive array of resources that benefit older adults by providing accessible, clear, and timely information. These efforts help older residents stay informed, connected, and actively engaged in their community, enhancing their overall quality of life.





DOMAIN 6: **Respect and Social Inclusion**

The age-friendly domain of social inclusion and respect focuses on creating a community where older adults are valued, respected, and actively included in all aspects of social life. This domain involves promoting intergenerational activities, combating ageism, and ensuring that older adults have opportunities to participate in community decision-making processes. These initiatives help foster a sense of belonging, dignity, and self-worth among older residents.

Promoting intergenerational activities is a critical component of social inclusion and respect. Events and programs unite people of all ages, such as community festivals, educational workshops, and recreational activities. These initiatives encourage mutual understanding and respect between different age groups, helping to break down stereotypes and build a cohesive community. Schools, community centers, and local organizations often collaborate to create opportunities for older adults to share their knowledge and experiences with younger generations through mentoring, tutoring, and storytelling programs.

Combating ageism is another critical element, as it involves addressing and challenging negative stereotypes and prejudices against older adults. By promoting positive images of aging and celebrating the achievements of older adults, it helps to foster a more inclusive and respectful environment.

In summary, the age-friendly domain of social inclusion offers numerous benefits to older adults by promoting intergenerational activities, combating ageism, and involving older residents in community decision-making. These efforts help to create a community where older adults feel valued, respected, and actively included.





DOMAIN 7: Civic Participation and Employment

The age-friendly domain of civic participation and employment ensures that older adults have ample opportunities to remain actively engaged in their community through volunteer and paid roles. This domain encompasses a range of initiatives, including promoting volunteerism, providing employment support, offering educational and training programs, and encouraging older adults to participate in civic decision-making. These efforts help older adults stay socially connected, financially secure, and mentally stimulated.



Volunteer opportunities are a significant component, allowing older adults to stay active and engaged while contributing to their community. Volunteering provides a sense of purpose, helps build social connections, and combat feelings of loneliness. Many organizations actively seek and value the contributions of older volunteers, offering roles that match their skills and interests.

Ensuring that older adults have opportunities to participate in community decision-making processes is essential. Involving older adults in shaping policies and programs that affect their lives demonstrates a commitment to valuing input and expertise. By participating in these platforms, older adults can voice their opinions, influence policy decisions, and contribute to developing age-friendly initiatives.

Civic participation and employment offer numerous benefits to older adults by promoting volunteerism, providing employment support, offering educational and training programs, and encouraging civic engagement. These efforts help older residents stay socially connected, financially secure, mentally stimulated, and enhance their overall well-being.



DOMAIN 8: **Community Support and Health Services**

Community support and health services focus on ensuring that older adults have access to comprehensive, high-quality healthcare and supportive services that promote well-being and independence. Accessible healthcare facilities are a cornerstone of this domain, providing older adults with convenient access to medical care.

In addition to healthcare facilities, in-home health services are another critical component. It is essential to collaborate with local and regional agencies and service providers to offer a broader range of services, which are tailored to meet the individual needs of older adults and residents. An emphasis on preventive care and caregiver support also adds to the holistic healthcare approach. Transportation services need to be available to help older adults attend medical appointments, ensuring they promptly receive care.





Action Plan

The Age-Friendly Action Plan is a document created and implemented by a community over a five-year period. The process includes an assessment of the significant needs of older adults in the community, including interviews of older residents, organizations serving older adults in the community, and City departments. The team developing the Action Plan then determines potential projects to address those needs. The Action Plan serves as a roadmap for communities to develop and implement policies and projects toward an environment that supports the ability of their older community to remain active, vital, and independent for as long as possible. It is a dynamic, living document that can be modified over time as situations, regulations, and the needs and interests of our older adult population change. Once the initial five-year cycle is completed, the community assessment process begins again.

When the World Health Organization (WHO) developed the WHO Global Age-friendly Cities Guide informed by their worldwide research, they provided eight significant domains, or categories, where there are unmet needs for older people that impact their health and quality of life. This Action Plan addresses the eight categories and Brisbane has also included an additional domain of Emergency Preparedness due to the adverse effects of climate change and ensuing disasters that communities have experienced in recent years. Age-Friendly Brisbane is building upon the initiative of the WHO Global Network of Age-friendly Cities and Communities (GNACC), led in the United States by American Association of Retired Persons (AARP) and its Network of Age-Friendly States and Communities.

The City of Brisbane initially gathered information through six focus groups held in person during 2023 before becoming Age-Friendly certified. “Focus groups included ethnically diverse adults, underserved and unrepresented residents aged 55 and

ACTION PLAN INTRODUCTION (continued)

older, older adult residents (two groups), older adults with priority needs, and the Age-Friendly Task Force, made up of community advocates and leaders. A substantial number of potential projects were discussed in these initial sessions. It was determined that the inaugural age-friendly projects would focus on the domains of Communication and Information, Transportation/Mobility, and Outdoor Spaces and Buildings. The following age-friendly projects were submitted as part of Brisbane's membership application to join the AARP Network of Age-Friendly States and Communities and the WHO's GNACC.

Brisbane implemented several projects to expand communication and increase awareness of older adult resources, information, and activities. The City added an "Age-Friendly Community Corner" to The Luminary Newsletter, City of Brisbane website, Brisbane's electronic newsletter, The Blast, and printed newsletter, the STAR. In addition, information on resources for seniors is now more available by using various methods of distribution including the weekly Farmers' Market. The City is increasingly disseminating information about available senior resources including the Help at Home guide; the Medical Equipment Loan Program developed by the Brisbane Lions Club, and programs and services provided by Rebuilding Together Peninsula, HIP Housing, the San Mateo County Housing Portal, and Brisbane Village Helping Hands. Links to these organizations are included in the Action Plan. Brisbane now also has a City liaison that visits the Sierra Point Mobile Home Park to provide city updates and distribute Help at Home books. The mobile home park was a geographical location that had been underserved.

To improve transportation and mobility for seniors, during 2023, Brisbane City Council provided \$12,000 in funding to allow Brisbane residents formerly on the *Got Wheels!* waitlist to become participants of the program. Today, residents 70 and older have obtained membership cards, giving them access to an accessible and affordable transportation option within the County's service area.

Upgrades in the Outdoor Spaces category include an inventory currently being conducted for potential placement of benches and rest areas throughout the City. Checks regarding the safety of existing connecting staircases are being processed. The City is considering updated City signage. The City of Brisbane was designated an Age-Friendly City on June 20, 2023.



ACTION PLAN INTRODUCTION (continued)

In conjunction with AARP, the City recently conducted a community-wide survey to determine their needs in the eight domains of livability (<https://livabilityindex.aarp.org/>) that impacts all residents, especially older adults and their well-being. The survey was promoted and disseminated in several ways:

- City website dedicated page and on landing page
- Weekly inclusion in The Blast electronic newsletter
- A-frames around town
- Publicity at multiple farmers markets
- Social media posts
- Printed *STAR* newsletter
- Printed flyers at City facilities and Library
- Electronic Signboard
- Frequent announcements at the senior lunch
- Insert included with home meal delivery bags
- Surveys dropped off at the Ridge and Mobile Home Park
- Announcements made at the City Council, P&R Commission and IDEA Committee meetings
- Sent through the Elementary and Middle School e-newsletter
- Outreach at Back-to-School Night
- Ad included in the Artist Evening of Sharing event pamphlet
- Email distribution lists: aquatics, childcare, camp
- Parks & Recreation Digital Activity Guide
- Chamber of Commerce's *The Luminary*
- Senior Community
- Promotion at City events

Center for Age-Friendly Excellence (CAFE) also conducted a Town Hall in May 2024 with extensive discussion related to the needs of older residents in Brisbane. The qualitative data from the 2023 focus groups and the Town Hall, along with the results of 152 respondents to the AARP community survey, has led to the development of the recommended projects and strategies in the Action Plan. The overall intention is to enhance the livability of the City, including guidance of the community toward acknowledging the valuable benefits that can be gained from the wisdom, insight, knowledge, and skills of our older adult residents.

An age-friendly spreadsheet was developed to include potential projects and strategies communicated during the focus groups, town hall, and City department interviews to address the unmet



ACTION PLAN INTRODUCTION (continued)

needs of older adults. The spreadsheet highlighted areas of focus for the Action Plan and is available as a resource for the City as it continues to prioritize, take action on, and monitor the projects during 2025 – 2028.

Nearly \$1M in grant funding was recently awarded to Brisbane, providing opportunities to improve the domains of Transportation/Mobility and Outdoor Spaces/Buildings. These include:

- Alternative Congestion Relief Program - \$200,000**
 for Commute.org route infrastructure improvements. Commute.org shuttles currently operate fixed-route, first-last mile service FREE of charge to transit stations (BART, Caltrain, and SF Bay Ferry), workplaces, hospitals, schools, and residential areas throughout San Mateo County. <https://commute.org/shuttles/>
- Bicycle and Pedestrian Program - \$500,000**
 Since receiving age-friendly certification in June 2023, the City received funding from the San Mateo County Transportation Authority for its Bike/Ped Grant for Stairway Additions in the Central Brisbane Project in the total grant amount of \$475,000, with a \$25,000 local match. This funding allows the City to complete the design and construction of the stairway between Tulare and Santa Clara, as well as the design for a stairway between Santa Clara and Alvarado and the design of an improved walkway from San Francisco Ave. down to Old County Rd. near Bayshore.
- Sustainable Transportation Planning Grant (Caltrans) - \$259,920**
 Brisbane will use the funding to complete a hydrological study to prepare project alternatives that can address the City's critical vulnerabilities for U.S. 101 due to the projected Brisbane Lagoon sea level rise. This can impact the highway, nearby wildlife, and human habitats. The City will identify infrastructure vulnerabilities based on the California Transportation Plan's climate resilience goals and will adapt their system to address them. [Caltrans Sustainable Transportation Planning Grants](#)
- Impending Improvements to the Stairway between Alvarado & San Benito**
 Funding for construction of this stairway is coming from the Transportation Development Act Article 3 grant funds, which are administered by C/CAG.



A copy of the 2023 age-friendly community survey and focus group qualitative reports are posted to the [City of Brisbane Age-Friendly Corner](#) webpage.



An age-friendly community should create outdoor spaces and buildings that are inclusive and welcoming for older adults, promoting their active participation in community life and enhancing their overall well-being. Outdoor green spaces and public spaces should be clean, safe, pleasant and welcoming, in addition to providing a tranquil environment that is relaxing.

SURVEY RESULTS

81%

of respondents rated the community as fair to excellent in providing enough benches for resting in public areas like parks, along sidewalks, and around public buildings.

80%

of respondents rated the community as fair to excellent in providing well-lit, accessible, safe streets and intersections.

69%

of respondents rated the community as fair to excellent in providing sidewalks that are in good condition, safe for pedestrians, and accessible for wheelchairs or other assistive mobility devices.

54%

of respondents rated the community as fair to excellent in providing audio and visual pedestrian crossing opportunities.

“Our parks need to accommodate people of all ages. I need to be able to utilize the park just like my grandkids.”



GOAL: Create and provide an inclusive, safe, and accessible environment that promotes the physical, social, and mental well-being of older adults.

STRATEGIES

- 1** Provide seating options in public areas, parks, trails, and along walking paths in order to create community hubs and gathering spaces for older adults to meet, socialize, and participate in events and activities.
- a. Work with residents and community members to develop a map and survey areas which would benefit from additional benches/chairs throughout the city.
 - b. Develop a senior subcommittee or work with an existing Age-Friendly Task Force to discuss and research more comfortable age-friendly furniture. Benches and chairs should be a good height, have backrests for additional support and possible armrests. They should be located in shaded areas protected by trees, pergolas, or canopies.
 - c. Design parks and recreational areas with features that appeal to older adults such as fitness equipment, quiet areas for relaxation, and community gardens.

PARTNERS Council Age-Friendly Task Force Parks & Recreation Commission Open Space & Ecology Committee Community Volunteers	RESPONSIBLE STAFF Parks & Recreation Public Works	TIME FRAME 1-2 Years	METRIC YES/NO (I/P)*
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* I/P: In Progress

Please refer to Appendix A for extensive recommendations contained in the projects spreadsheet. The Goals and Strategies described below in the following domains are just a quick overview of potential projects and options. This is only to be used as a guide and not as definitive projects to be implemented.



GOAL: Create and provide an inclusive, safe, and accessible environment that promotes the physical, social, and mental well-being of older adults.

STRATEGIES (continued)

- 2** Enhance pedestrian infrastructure to ensure safe and comfortable navigation.
- a. Develop a walking audit where older residents identify areas where improved sidewalks, crosswalks, additional stop signs, and adequate crossing times need to be improved and/or added.
 - b. Commit to regular maintenance and upgrading of outdoor spaces and buildings to ensure they remain safe, accessible, and welcoming. Increase lighting wherever possible; keeping in consideration the “Dark Sky Ordinance”, which protects and enhances the local environment and public health by reducing light pollution at night through reasonable restrictions on outdoor lighting.

PARTNERS Age-Friendly Task Force Community Volunteers Parks & Recreation Commission Complete Streets Safety Committee	RESPONSIBLE STAFF Parks & Recreation Public Works	TIME FRAME Ongoing	METRIC YES/NO (I/P)
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- 3** Evaluate the current pilot study being conducted on Thomas Street to see if permit parking is a possibility.

PARTNERS Complete Streets Safety Committee	RESPONSIBLE STAFF Public Works	TIME FRAME 2-3 Years	METRIC YES/NO (I/P)
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An age-friendly community should offer a variety of features and services designed to meet the needs of older adults, ensuring their mobility, safety, and independence. Accessible, convenient, and safe transport services such as buses, trains, paratransit, shuttles, and on-demand options should be available and affordable. Safe and accessible pedestrian pathways to and from public transportation stops are essential, and they should be well-marked and have adequate crossing times. Mobility education is important and necessary to provide residents with options and opportunities to connect with available services in the community.

SURVEY RESULTS

96% of respondents rated the community as fair to excellent in providing easy to read traffic signs.

70% of respondents rated the community as fair to excellent in enforcing the speed limit.

57% of respondents rated the community as fair to excellent in providing accessible and convenient public transportation.

49% of respondents rated the community as fair to excellent in providing safe public transportation stops or areas that are accessible to people of varying physical abilities.

28% of respondents rated the community as fair to excellent in providing transportation to and from volunteer activities for those who need them.

“A shuttle is needed for older adults to participate in our community, get to our appointments, and perform day-to-day chores. Also, a shuttle is better for our environment than having too many cars on the road.”



GOAL: Improve and create comprehensive, accessible, and reliable transportation options to enable older adults to maintain their independence, access essential services and activities, and stay connected to their community.

STRATEGIES

- 1
- Educate older adults about available transportation services.
- a.

Disseminate information regarding transportation options, including:

i.

Got Wheels! program: [Got Wheels!](#)

ii.

Peninsula Rides, which provides information about transportation options for people with mobility challenges. [Peninsula Rides](#)

iii.

San Mateo County Mobility Guide: [Senior Mobility Guide](#)

iv.

Gogo transportation: <https://www.gogograndparent.com/>

v.

Planned tech classes that will teach residents how to use Transportation apps.

vi.

Brisbane Village Helping Hands: <https://brisbanevillage.org/>

PARTNERS SamTrans County of San Mateo Youth Advisory Committee Peninsula Family Services	RESPONSIBLE STAFF Communications Director Parks & Recreation	TIME FRAME 6 Months/ Ongoing	METRIC YES/NO (I/P)
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GOAL: Improve and create comprehensive, accessible, and reliable transportation options to enable older adults to maintain their independence, access essential services and activities, and stay connected to their community.

STRATEGIES (continued)

- 2** Look at possibilities of partnering with neighboring communities to develop a pilot transportation program.
- a. Offer specialized transportation services that provide door-to-door service and/or stops that are in relatively close proximity of most homes, especially in the hills.
Brisbane Helping Hands: <https://brisbanevillage.org/faq/>.
 - b. Look into partnering with a bigger city to research offering a shuttle which can serve both cities.

PARTNERS Brisbane Village Helping Hands On-Demand Car Services Commute.org Community Volunteer Organizations Neighboring Cities	RESPONSIBLE STAFF Communications Director	TIME FRAME 1 Year/ Ongoing	METRIC YES/NO (I/P)
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- 3** Enforce traffic laws and enhance traffic safety regulations.
- a. Senior volunteers identify potentially dangerous and challenging intersections and suggest increased police enforcement.

PARTNERS Public Works	RESPONSIBLE STAFF Police	TIME FRAME 1 Year/ Ongoing	METRIC YES/NO (I/P)
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GOAL: Improve and create comprehensive, accessible, and reliable transportation options to enable older adults to maintain their independence, access essential services and activities, and stay connected to their community.

STRATEGIES (continued)

- 4** Research the potential of Senior Safety Zones and additional traffic safety and calming measures.
 - a. Explore prolonging crossing times at certain crosswalks/intersections.
 - b. Survey neighborhoods to evaluate areas that may need speed bumps to slow traffic and determine crosswalks that need added lighting and/or flashing lights.
 - c. Encourage education in the Senior Community Center that emphasizes wearing reflective clothing and shoes when walking and/or bicycling.

PARTNERS CalTrans Police Complete Streets Safety Committee Community Members	RESPONSIBLE STAFF Public Works Parks & Recreation	TIME FRAME 2-3 Years	METRIC YES/NO (I/P)
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An age-friendly community should provide should provide safe, affordable housing that is conveniently accessible near public transportation, health facilities, grocery stores, and businesses. The cost of housing is a significant factor influencing where older residents want to live and work. San Mateo County has the highest cost of living in California for seniors who rent or own a home according to a study conducted by UCLA (Federal Poverty Guideline Underestimates Costs of Living for Older Persons in California, 2008). Age-friendly housing needs to support the safety, comfort, and independence of older adults while enhancing their quality of life and fostering a supportive and inclusive community.

SURVEY RESULTS

79%

of respondents thought it was very important or extremely important to live in a home that would help them live independently as they age.

39%

of respondents rated the community as fair to excellent in providing affordable housing options for adults of varying income levels, such as older active adult communities, assisted living, and communities with shared facilities and outdoor spaces.

32%

of respondents rated the community as fair to excellent in providing home modification and repair contractors who are trustworthy, do quality work, and are affordable.

25%

of respondents rated the community as fair to excellent in providing well-maintained safe, low-income housing.

“It’s getting harder for me to keep up my house; also, it’s getting to be impossible to afford to live here in my community.”



GOAL: Ensure older adults have access to safe and affordable housing that supports their independence, health, and and well-being; provide educational resources and policies that promote a wide variety of housing options.

STRATEGIES

- 1
- Partner with services to assist seniors with hiring trusted repair providers.
- a.

Offer affordable home modifications such as grab bars, high counter tops and elevators to make homes safer and reduce the risk of harmful falls.

i.

Provide home modifications to improve accessibility, reduce falls, increase independence, and facilitate aging-in-place: [Rebuilding Together](#).

ii.

Develop a resource guide highlighting home maintenance organizations and contractors for seniors.

PARTNERS San Mateo County Department of Housing	RESPONSIBLE STAFF Building & Planning Department	TIME FRAME 1 Year/ Ongoing	METRIC YES/NO (I/P)
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- 2
- Educate and disseminate information to increase awareness and understanding of housing issues and opportunities.
- a.

Offer a yearly workshop to educate and assist residents with signing up for affordable housing.
- b.

Educate residents about available housing resources and services.

i.

[Housing Information and Services](#)

ii.

Promote HIP housing (shared housing): [HIP Housing](#).

iii.

Research the possibility of developing a list of available ADU units and offer workshops to help educate homeowners on the process of building ADUs.

PARTNERS HIP Housing San Mateo County Department of Housing	RESPONSIBLE STAFF Building & Planning Department	TIME FRAME 1-2 Years	METRIC YES/NO (I/P)
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GOAL: Ensure older adults have access to safe and affordable housing that supports their independence, health, and and well-being; provide educational resources and policies that promote a wide variety of housing options.

STRATEGIES (continued)

- 3** Research alternative housing options and assess possibilities of implementing housing alternatives.
- a. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6964604/>
 - b. [Intergenerational housing](#)

PARTNERS San Mateo County Department of Housing Project Homekey HIP Housing	RESPONSIBLE STAFF Building & Planning Department	TIME FRAME Ongoing	METRIC YES/NO (I/P)
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An age-friendly community supports opportunities for social participation, connection, and active living. These contribute to the good health and well-being of older adult residents throughout life. In Dr. Vivek Murthy's U.S. Surgeon General Advisory, he warns about the public health crisis that loneliness and isolation pose to the American public, with the antidote being connection. (Our Epidemic of Loneliness and Isolation, 2023). Cities must offer activities for older adults in their community that are accessible, affordable, inclusive, and that promote interaction between generations.

SURVEY RESULTS

67%

of respondents rated the community as fair to excellent in providing activities that involve both younger and older people.

67%

of respondents rated the community as fair to excellent in providing activities geared specifically toward older adults.

66%

of respondents rated the community as fair to excellent in providing a variety of cultural activities for diverse populations.

55%

of respondents rated the community as fair to excellent in providing continuing education classes or social clubs to pursue new interests, hobbies or passions.

“The quality and number of programs are good; I also enjoy the new inter-generational events.”



GOAL: Offer affordable and accessible activities, events and programs that provide social interaction for varying ages, abilities, and cultures.

STRATEGIES

- 1 Expand Recreation Department offerings to include a broader spectrum of programs and times.
 - a. Survey older adult residents every 2-3 years for feedback on activities that they are interested in, assessing the level of demand.
 - b. Enhance social events for older adults so they have more opportunities to expand their social networks; consider age-friendly hours.
 - c. Continue to offer and expand upon events at the Community Park such as sports for older adults (e.g. ping pong and bocce ball), a cultural fair, and encourage attendance at Day in the Park. Promote community garden programs and events, and introduce a community comedy night.

PARTNERS Parks & Recreation Commission Faith-Based Organizations	RESPONSIBLE STAFF Parks & Recreation Library	TIME FRAME 1 Year+	METRIC YES/NO (I/P)
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GOAL: Offer affordable and accessible activities, events and programs that provide social interaction for varying ages, abilities, and cultures.

STRATEGIES (continued)

- 2 Incorporate intergenerational activities and events to encourage connections between generations.
- a. Build upon past successful events such as seniors reading to preschool children at the senior center, karaoke, creative writing group, and 3D printing with teenagers.
 - b. Explore scheduling after-school tutoring where older adults help support under-resourced students. Example of a non-profit organization in San Francisco serving students ages 6 to 18: www.826valencia.org.
 - c. Continue to offer an Appy Hour/Tech Help in which older adults are paired with youth who teach them technology skills.
 - d. Consider the feasibility of a program for seniors and babies to benefit both based on this Research Program in Japan: <https://www.nytimes.com/2022/09/01/world/asia/japan-nursing-home-babies.html>.

PARTNERS Parks & Recreation Commission Schools Faith-Based Organizations Youth Advisory Committee	RESPONSIBLE STAFF Parks & Recreation Library	TIME FRAME 6 Months to 1 Year	METRIC YES/NO (I/P)
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An age-friendly community makes information accessible and inclusive by utilizing a variety of formats. Many older people do not use smartphones or electronic devices, do not have access to WiFi, or may not have technical skills. Information needs to be available both electronically and via print through newspapers, hard copy newsletters or flyers, via television, or on bulletin boards. It should also be provided in multiple languages in a variety of locations.

**“Many of us are
‘old school.’
We are not up-
to-date with
technology.”**

SURVEY RESULTS

87%

of respondents rated their community as fair to excellent in providing access to computers and internet in public spaces such as libraries, senior community centers or government buildings.

71%

of respondents rated the community as fair to excellent in providing access to community information in one central source.

59%

of respondents rated the community as fair to excellent in providing clearly displayed printed community information with large lettering.



GOAL: Provide information about resources and activities in multiple languages and formats, disseminate at a variety of venues, and make these available in a centralized location as well as distribute throughout the community.

STRATEGIES

- 1
- Broaden types of communication formats used for older adults. Publicize information about programs and events in various formats, and provide in multiple predominant languages at locations frequented by older adults.

a.

Provide information electronically and in print, and include pertinent information in welcome packets for new residents.

b.

Disseminate information in multiple languages.

c.

Expand the Senior Corner webpage; add an age-friendly section to The Blast and the printed monthly STAR newsletter; include major neighborhood projects, community events, and resources specific to older adults.

i.

Utilizing the Activity Guide, continue to create Active Adult booklets to be made available at City Hall, the Sunrise Room, and Parks and Recreation office.

d.

Increase methods of communication to older residents.

i.

Mail a resource guide annually.

ii.

Create an older adult/senior newsletter that is distributed twice per year; make it available at the Library, Community Center, Farmers’ Market, and big events.

iii.

Have Police provide updates related to crime statistics, police events, and presentations offered to the community in The Blast on a quarterly basis; have the Communications staff announce events more frequently.

iv.

Provide bulletin boards in City buildings where North County Fire Authority can display their website address with QR codes for accessing information in different languages.

PARTNERS City I.T. Departments Library Community Volunteers Schools Police Department North County Fire Authority Farmers’ Market Faith-Based Organizations	RESPONSIBLE STAFF Parks & Recreation Library Communications Staff	TIME FRAME 6 Months to 1 Year	METRIC YES/NO (I/P)
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GOAL: Provide information about resources and activities in multiple languages and formats, disseminate at a variety of venues, and make these available in a centralized location as well as distribute throughout the community.

STRATEGIES (continued)

- 2** Ensure communication about programs and events to residents at Sierra Point Mobile Home Park.
- a. Have Communications staff or other City staff members visit the site to invite residents to events and provide an update on City issues.
 - b. Install a visible dark-sky compliant sign (similar to at the Ridge and the front of town) that advertises upcoming events.
 - c. Have Help at Home guides delivered to the property manager at Sierra Point Mobile Home Park, which can be included with a lease packet.

PARTNERS Sierra Point Mobile Home Park Property Manager City Staff Community Volunteers	RESPONSIBLE STAFF Parks & Recreation Communications Staff	TIME FRAME 6 Months/ Ongoing	METRIC YES/NO (I/P)
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GOAL: Provide information about resources and activities in multiple languages and formats, disseminate at a variety of venues, and make these available in a centralized location as well as distribute throughout the community.

STRATEGIES (continued)

- 3
- Communicate using alternative formats as many older adults are not tech-savvy.
- a.

Place flyers with key resource information at businesses and venues where older adults frequent such as cafes and parks; install kiosks and electronic bulletin boards throughout the City.
- b.

In addition to the school districts (encapsulating Brisbane School District and Jefferson Union High School District), continue to partner with schools to disseminate information through their newsletters.
- c.

Continue to expand the Teen Tech program, where teens assist seniors with tech questions one-on-one by appointment once per week. Brisbane has previously utilized the County’s system-wide provider who also offers monthly classes on basic technology.
- d.

Partner with schools and the Youth Advisory Committee to offer more tech classes and to increase interpersonal connections.
- e.

Continue exploring the opportunity to implement televisits for medical and other appointments.

PARTNERS Local Businesses Community Center Library Community Volunteers Schools Faith-Based Organizations Youth Advisory Committee	RESPONSIBLE STAFF Parks & Recreation Library Communications Staff	TIME FRAME 6 Months to 1 Year	METRIC YES/NO (I/P)
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An age-friendly community provides an environment that is respectful, courteous, and acknowledges the value that older people offer. Intergenerational activities are developed to increase the connection between older and younger generations. The community offers opportunities that support the engagement of its older adult residents.

SURVEY RESULTS

95% of respondents rated the community as good to excellent in being a place for people to live as they age.

“It is important not to exclude any portion of the community; everyone needs to feel included.”





GOAL: Provide an environment that is inclusive, respectful, and supportive of the need for older adults to remain acknowledged and engaged.

STRATEGIES

- 1** Offer education and training to increase acknowledgment and respect for older adults and to decrease ageism.
- a. Partner with schools to have a “senior day” talk on how youth can help older adults; have a social media campaign promoting courtesy for all ages.
 - b. Promote age-friendly businesses.
 - i. Offer senior discounts at businesses.
 - ii. Encourage restaurants to provide menus with larger fonts, maintain suitable noise levels, and ensure that their staff is respectful, patient, and considerate of the needs of older adults. <https://www.aarp.org/livable-communities/network-age-friendly-communities/info-2022/businesses.html>.
 - c. Continue expanding “Grand Friends” program, currently being offered in conjunction with preschool and Senior Sunrise Room attendees. <https://felton.org/social-services/seniors/foster-grandparent-program/>.

PARTNERS Businesses Schools Nonprofits Faith-Based Organizations Chamber of Commerce	RESPONSIBLE STAFF Parks & Recreation Library	TIME FRAME 1 Year	METRIC YES/NO (I/P)
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GOAL: Provide an environment that is inclusive, respectful, and supportive of the need for older adults to remain acknowledged and engaged.

STRATEGIES (continued)

- 2** Identify ways to increase the number of programs that partner older adults with younger generations.
- a. Partner with elementary schools to have school children communicate with older adults, such as writing to each other quarterly as “pen pals”.
 - b. Continue to work with the Youth Advisory Committee (YAC) to set up programs that include both older and younger adults, such as game nights, intergenerational dinners, or classes to increase the digital literacy of older adults. Brisbane has offered a few intergenerational programs such as Karaoke, Tattoos & Chews, and Senior Portraits. Example: <https://www.upworthy.com/teens-help-elderly> and <https://www.upworthy.com/teen-creates-a-website-for-his-friends-to-deliver-groceries-to-seniors-and-business-is-booming-rp>
 - c. Develop the “Fixit Clinic” being discussed by Brisbane’s Open Space and Ecology Committee, Library, and Parks & Recreation Departments. Older adults will have the opportunity to share their knowledge with younger adults on small repair and maintenance projects.

PARTNERS	RESPONSIBLE STAFF	TIME FRAME	METRIC
Community Volunteers Youth Advisory Committee Schools	Sustainability Manager Parks & Recreation Library	6 Months to 1 Year/ Ongoing	YES/NO (I/P)





GOAL: Provide an environment that is inclusive, respectful, and supportive of the need for older adults to remain acknowledged and engaged.

STRATEGIES (continued)

- 3** Expand programs to include participation of all geographical locations in the community and identify ways to reach out to homebound and isolated community members.
 - a. Provide opportunities for engagement in locations of the city where participation is low so that everyone feels included.
 - b. Develop Neighborhood Networks Directories so that neighbors can check on each other, especially the isolated, and have a stronger connection; create an “Adopt a Neighbor” program similar to Brisbane Villlage Helping Hands.
 - c. Continue to provide nutritional meals for older adults who may be homebound and implement outreach to those at risk of isolation.

PARTNERS Community Volunteers Sierra Point Mobile Home Park Property Manager Brisbane Helping Hands	RESPONSIBLE STAFF Parks & Recreation Library Communications Staff	TIME FRAME 1-2 Years	METRIC YES/NO (I/P)
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An age-friendly community offers employment and volunteer opportunities for older adults so they can remain actively engaged in their community. Being a part of a larger purpose, whether through volunteering with a nonprofit organization, civic participation, or working with youth, can help avoid isolation and improve physical and mental health.

SURVEY RESULTS

81%

of respondents rated the community as fair to excellent in providing a range of volunteer activities.

77%

of respondents thought it was somewhat likely to extremely likely they would continue to work as long as possible, rather than choosing to retire.

70%

of respondents rated the community as fair to excellent in allowing older adults to participate in decision-making bodies such as community councils or committees.

58%

of respondents rated the community as fair to excellent in providing easy-to-find information on local volunteer opportunities.

“Volunteer roles are available. If you want to get involved, you will find the opportunity.”



GOAL: **Provide volunteer and employment opportunities for older adults to be engaged and actively involved in the community.**

STRATEGIES

- 1 Expand and promote opportunities for older residents to volunteer, counteract isolation, and stay actively engaged in the community.
- a. Publicize volunteer options in The Luminary; hold an annual Volunteer Fair where nonprofits, Commissions/Committees, and Council Members have tables with information and volunteer opportunities.
 - i. Promote Commission/Committee vacancies to older adults.
 - b. Encourage businesses, City departments, and the Chamber of Commerce to develop new volunteer positions geared toward older residents and expand civic participation options such as an Age-Friendly Commission/Committee.
 - c. Have older adults write articles to be placed in The Blast, the STAR, and the Age-Friendly City page in the Community section of the Brisbane website.
 - d. Partner with schools to establish volunteer opportunities for older adults.

PARTNERS Businesses City Departments City Commissions Council Members Chamber of Commerce Nonprofit Organizations	RESPONSIBLE STAFF City Staff	TIME FRAME 6 Months to 1 Year/ Ongoing	METRIC YES/NO (I/P)
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GOAL: **Provide volunteer and employment opportunities for older adults to be engaged and actively involved in the community.**

STRATEGIES (continued)

- 2** Broaden opportunities for older adults to work and publicize full or part-time jobs in local publications.
- a. Have a centralized location to post volunteer and job opportunities.
 - b. Offer a stipend or City contract to older people who want to teach a workshop for the community.
 - c. Work with schools to assess areas in need of volunteers, recruit older adults interested in participating, and investigate opportunities to be teachers’ aides at the schools.

PARTNERS Community Center Library Schools Chamber of Commerce Nonprofit Organizations Service Organizations	RESPONSIBLE STAFF Parks & Recreation	TIME FRAME 6 Months/ Ongoing	METRIC YES/NO (I/P)
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Community Support and Health Services



An age-friendly community provides access to affordable healthcare for all ages, abilities and cultures. Residents also receive education on key health topics and the resources available to them so that they can make informed decisions. Healthcare focuses on maintaining the overall health of the community residents.

SURVEY RESULTS

50% of respondents rated the community as fair to excellent in providing affordable fitness activities geared towards older adults.

47% of respondents rated the community as fair to excellent in providing access to telehealth care services.

43% of respondents rated the community as fair to excellent in providing conveniently located health and social services.

37% of respondents rated the community as fair to excellent in providing affordable health and wellness programs and classes in areas such as nutrition, smoking cessation, and weight control.

“Although there are health services and resources available, we often don’t know about them.”



GOAL: Provide programs and resources that support older adults’ priority of aging in their community and a positive quality of life for as long as possible.

STRATEGIES

- 1** Increase awareness of resources available in the County of San Mateo.
- a. Disseminate and make available guides with resources for older adults.
 - i. Community Information Handbook | San Mateo County, CA:
<https://www.smcgov.org/hsa/community-information-handbook>
 - ii. Help at Home guide: www.smchealth.org/sites/main/files/file-attachments/hath_web.pdf
 - b. Educate residents about medical equipment loan programs and advertise every quarter through the STAR newsletter and The Blast.
 - i. Lions Club: <https://brisbanelions.org/>
 - ii. Rotary Club/Villages of San Mateo: <https://www.freemedequip.org/>

PARTNERS Library Chamber of Commerce Nonprofit Organizations Aging and Adult Services Service Organizations	RESPONSIBLE STAFF Parks & Recreation Communications Staff	TIME FRAME 6 Months/ Ongoing	METRIC YES/NO (I/P)
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- 2** Provide more workshops for older adults.
- a. Financial/Legal: Tax assistance through AARP, on avoiding financial scammers, and on trusts, estate planning, and advanced directives.
 - b. Medical/Health Related: On strokes, cardiovascular disease and blood pressure checks, medication prescriptions, nutrition, and related issues; have an annual health and resource fair.

PARTNERS Library Nonprofit Organizations	RESPONSIBLE STAFF Parks & Recreation	TIME FRAME 6 Months to 1 Year	METRIC YES/NO (I/P)
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GOAL: Provide programs and resources that support older adults’ priority of aging in their community and a positive quality of life for as long as possible.

STRATEGIES (continued)

- 3** Create a centralized database of seniors over 65 and people with disabilities of any age who can be contacted in an emergency situation or evacuation.
 - a. Establish a database (voluntary participation).
 - b. Communicate with the City Attorney to ensure proper protocols.

PARTNERS	RESPONSIBLE STAFF	TIME FRAME	METRIC
Library City Departments Police Department	Parks & Recreation	1-2 Years	YES/NO (I/P)





An age-friendly community should ensure older adults are adequately protected and can respond effectively in times of crisis. Emergency information should be readily accessible and be provided in multiple formats and languages. In addition, effective communication systems should be in place to quickly alert older adults about emergencies.

SURVEY RESULTS

33%

of respondents rated the community as fair to excellent in establishing neighborhood watch programs.

“Since COVID we really haven’t focused on how to prepare for emergencies like we have in the past.”





GOAL: Create a responsive and inclusive system that protects older adults, supports their preparedness and resilience and enhances their safety and well-being during emergencies.

STRATEGIES

- 1
- Educate and ensure older adults are aware of and included in emergency preparedness fairs, workshops, and resources, in addition to promoting emergency-related activities and programs.
- a.

Have the Youth Advisory Committee help residents sign up for SMC Alert and distribute emergency preparedness information in electronic and hard copy formats in multiple languages: [smcalert.org](#).
- b.

Include an emergency checklist and essential emergency numbers on the newly established age-friendly resource page on the City website.

i.

[Emergency Contacts](#)

ii.

[Prepare for the Unpredictable](#)

iii.

[SMCalert.org](#)

iv.

Identify your zone so you can track evacuation zones: [Know Your Zone](#).

v.

Include the 24-hour non-emergency phone number of the Brisbane Police Department: 415-467-1212.

vi.

Residents who rely on electric medical equipment should sign up for the PGE Medical Baseline Program: [Medical Baseline Program](#).
- c.

Encourage older residents to attend the Annual Day in the Park event, where they can talk with the Police Department and North County Fire Authority and receive information on fire evacuation and wildfire preparedness. North County Fire Authority holds an annual Wildfire Preparedness event the spring.
- d.

Research the possibility of partnering with the North County Fire Authority and the Police Department to establish a centralized list of homebound older adults and residents with disabilities.

PARTNERS Police Fire Senior Center Community Volunteers San Mateo County Department of Aging and Adult Services Parks & Recreation	RESPONSIBLE STAFF Police Department North County Fire Authority	TIME FRAME Ongoing	METRIC YES/NO (I/P)
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Appendix A: AGE-FRIENDLY PROJECTS TO CONSIDER

“Nothing is more beautiful than an old person who has seen life in all its fullness and still remains joyful and grateful.”

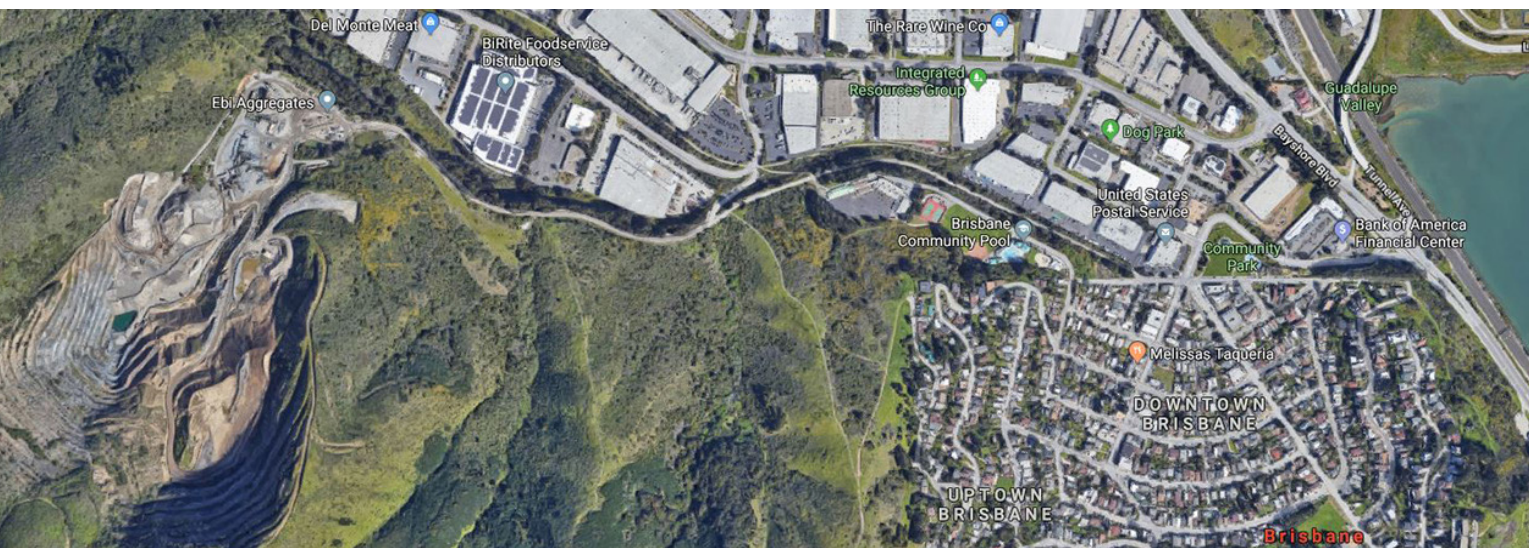
- Cory Booker

Brisbane Age-Friendly Projects



Appendix B:

CURRENT AGE-FRIENDLY PRACTICES



Age-Friendly Community Development Department

The Community Development Department is responsible for developing and implementing community goals regarding the natural and built environment. This includes both planning and building. The Planning division is responsible for long-range and current planning issues. They provide the City Council, Planning Commission, and community with guidance and implementation of land use projects and policies, including new development or redevelopment, transportation, housing, and environmental programs to maintain and enhance the City's safety, vitality, and charm. [Click here for detailed information regarding housing resources.](#)

BRISBANE HOUSING AUTHORITY PROGRAMS

The Brisbane Housing Authority administers the Low and Moderate Income Housing Fund, which helps fund various housing programs such as the [First Time Homebuyer](#) loan program and grants to assist homeowners to maintain and rehabilitate their homes. The Housing Authority is not currently issuing new loans or grants. To be informed of when the Authority may begin issuing new loans and grants, residents may sign up to receive email [notifications](#) (select "New Affordable Housing Opportunities in Brisbane") when affordable housing opportunities become available in Brisbane. Residents may be notified about opportunities to apply for below-market-rate/affordable housing units for rent and for sale within new developments currently under construction, recently completed projects or other affordable housing units. Applications must be submitted directly to the property management company of the property when residents are interested in them, as the City does not accept such applications. The City will also pilot a grant program for low income homeowners to help with minor improvements and repairs in late 2024.

Age-Friendly Community Development Department (continued)

BRISBANE HOUSING ELEMENT

The Department of Housing and Community Development (HCD) certified Brisbane's 2023-2033 Housing Element on May 25, 2023. This was the second Element in San Mateo County found by HCD to comply with State law. The 2023-2031 Housing Element, a State-mandated plan for how the City of Brisbane can accommodate hundreds of new dwellings over the next eight years, establishes goals, policies, and programs to help address Brisbane's current and future housing needs across a range of income/affordability levels within the City. It is the City's blueprint for housing-related decisions and sets an action plan to meet housing goals over the coming years. More specifically, Chapter 5 of the Housing Element sets forth the City's action plan for housing, including processing the Baylands Specific Plan submitted by the Baylands developer/owner, engaging with households vulnerable to displacement to provide housing counseling and assistance, and updating the City's inclusionary housing and density bonus ordinance to ensure new housing development offers its fair share of affordable housing.



The City of Brisbane has won a 2023 Voice of The People (VOP) Award for Excellence in Housing/Planning. The VOP Awards honor local governments that best engage residents and include public opinion in community decisions. Brisbane was nominated for its online engagement and innovative use of simulation-based technology to educate and connect with residents as part of its 2023-2031 Housing Element Update. The simulations, provided by the Balancing Act from Polco, allowed residents to show what areas they valued most for Brisbane's Regional Housing Needs.

Purchasing a home is increasingly out of reach for many, while renters face inaccessible rent prices. Almost every city in the region needs more housing of all types and sizes. Creating more housing—and more diverse housing choices—means our aging population will have more options for retirement, including downsizing, providing housing for on-site health or home care, and staying in their communities.

The City has identified seven goals to guide the Housing Element policies and programs.

- 1. Affirmatively further fair housing opportunities for all persons.**
- 2. Facilitate and support housing production at all income levels, especially affordable housing.**

Age-Friendly Community Development Department (continued)

3. Preserve existing affordable housing.
4. Protect residents from displacement.
5. Increase public awareness of housing programs and resources.
6. Conserve natural resources and reduce greenhouse gas emissions in existing and new residential developments.
7. Avoid unreasonable government constraints to the provision of housing.



AFFORDABLE HOUSING STRATEGIC PLAN (AHSP)

In 2021, aligned with the launch of the **2023-2031 Housing Element** update, the City Council authorized the preparation of an Affordable Housing Strategic Plan (AHSP) to guide the City's financial planning and priorities related to the development of new affordable housing and preservation of existing affordable housing. The draft AHSP was published in August 2023 for public review, revised in September, and finalized in October 2023. The City Council considered the revised draft AHSP on November 16, 2023, and adopted it with minor revisions.

The AHSP is a strategic planning document that provides a menu of actions for the City to consider when programming funds to support its affordable housing goals. The four sections of the AHSP are described in more detail below.

1. **Introduction:** Provides context for the AHSP and presents the guiding pillars of the AHSP to:
 - Increase production of affordable housing.
 - Preserve existing housing stock.
 - Provide access to housing for persons with special needs.
 - Leverage private and outside investment.
 - Increase implementation capacity.
2. **Summary of Housing Needs:** This section summarizes the City's affordable housing needs, consistent with the 2023-2031 Housing Element.
3. **Analysis of Funding Alternatives:** This section evaluates existing and potential revenue sources to fund the City's affordable housing production, preservation, and management goals.

Age-Friendly Community Development Department (continued)

4. **Strategies and Actions:** This section is an action plan for the City's affordable housing goals. It complements and expands upon programs in the adopted 2023-2031 Housing Element.
5. **Appendices:** The three appendices provide additional resources on potential development funding sources and an evaluation of the City's inclusionary and density bonus policies, including case studies of recent inclusionary housing projects in nearby cities.



The City has a dedicated affordable housing fund with a fund balance of approximately \$4M. The City reserves discretion to program these funds for affordable housing projects and programs. The City is further exploring options to impose fees on new commercial development to provide an ongoing revenue source to help fund affordable housing.

SENIOR HOUSING

This mixed-use development, encompassing an entire city block, is located in the heart of downtown Brisbane and serves as a city gateway. The project design acknowledges the development's role as a transition between the downtown commercial district and the adjacent residential neighborhood. Financed by the former Brisbane Redevelopment Agency, Visitacion Gardens Apartments combines a public senior center with 14 apartments for low- and moderate-income seniors. Bridge Housing manages Visitacion Garden Apartments. To get more information, visit [Bridge Housing's website](#).

BRISBANE RENTAL ASSISTANCE PROGRAM

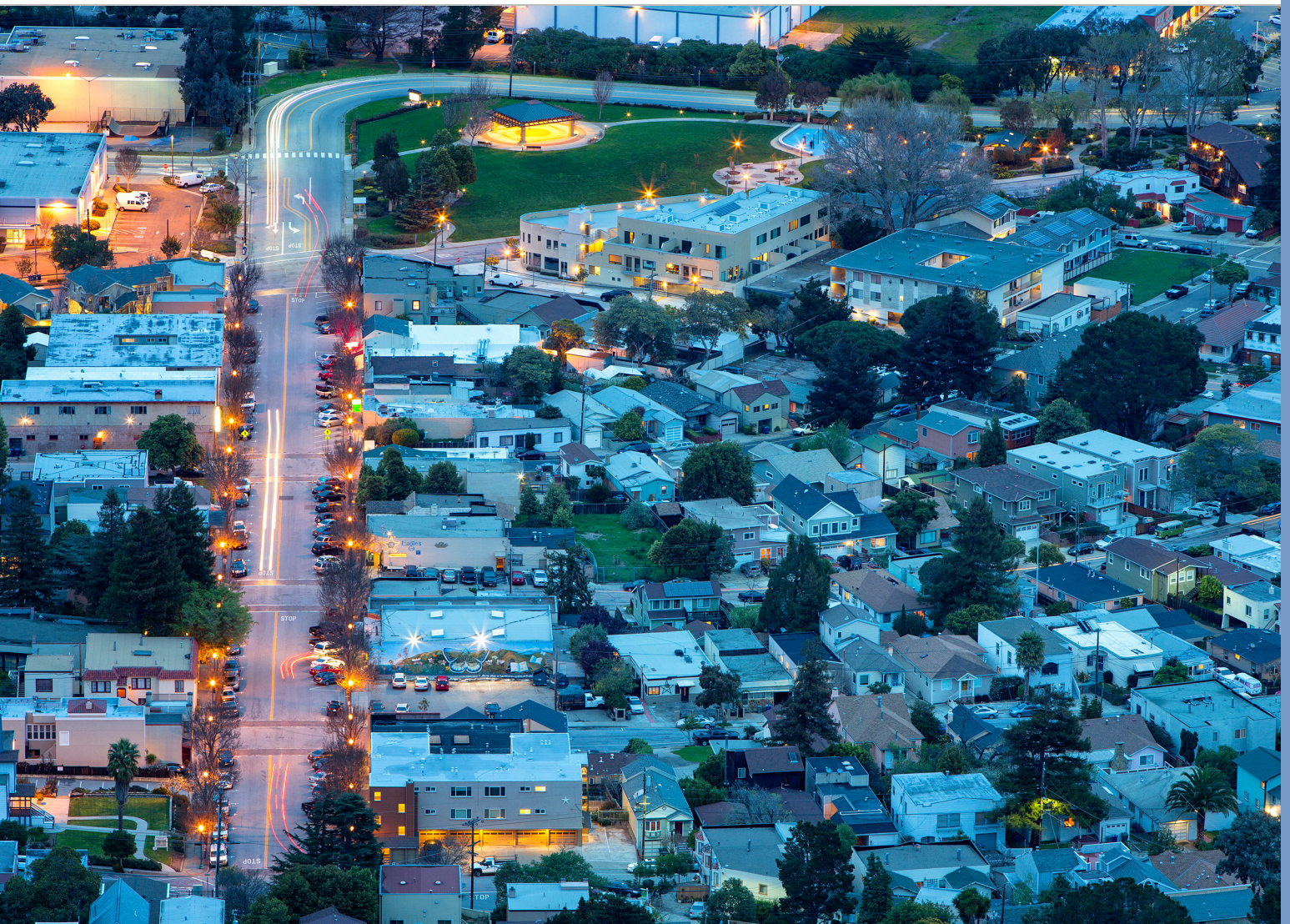
In 2020, the Brisbane City Council established a rental assistance program to support lower-income households negatively affected by COVID-19. Samaritan House administers the program, and [Brisbane's Core Service Agency](#) processes the applications. Visit the [Brisbane Rental Assistance Program](#) webpage (brisbaneca.org/community/page/brisbanes-rental-assistance-program) for eligibility criteria and program guidelines.

EMERGENCY HOUSING GUIDE

The [Caring](#) website has created an easily accessible guide that provides pragmatic solutions and empowers seniors and their families to secure emergency housing, obtain financial assistance, and explore rapid rehousing options. Please visit this link to review their resource: <https://www.caring.com/resources/emergency-housing-guide/>.

ACCESSORY DWELLING UNITS (ADU)

Through an ADU grant program, residents may qualify for up to \$25,000 to reimburse pre-development costs associated with the construction of an ADU. For information on eligible requirements and restrictions, please visit www.calhfa.ca.gov.





Age-Friendly Transportation

The City of Brisbane first learned about **Got Wheels!** back in the spring of 2020, Program Manager Cherie Querol Moreno emailed Mayor Terry O’Connell. District 5 Supervisor David Canepa had just endorsed support for a new initiative to assist older adults. With the support of the County Board of Supervisors, the wheels of this program were set in motion, aimed at providing affordable transportation to our residents ages 70 and above.

From the very beginning, our community rallied behind **Got Wheels!** With the assistance of our Parks & Recreation department and City Manager’s Office, the word spread swiftly among our seniors. Staff was pivotal in connecting eligible residents with this invaluable service and ensured every channel resonated with information about **Got Wheels!**, from our local newsletters to virtual town halls. As applications started pouring in, it became evident that the need for such a program was profound. Over the years, with the unwavering dedication of city staff and the strategic efforts of our IDEA Committee Members, **Got Wheels!** has flourished.

Today, 32 residents ages 70 and older benefit from this program, thanks to the fruitful partnership we’ve cultivated with Peninsula Family Service. This journey wouldn’t have been possible without the incredible teamwork and the steadfast commitment of everyone involved. Peninsula Family Service CEO Heather Cleary thought her organization should have a program like **Got Wheels!**, which was strongly supported by her team, including Chief Programs Officer Charles Hansen, Chief Financial Officer Inessa, and Chief Advancement Officer Deborah. Peninsula Family Service’s initiative and the City Council’s support of a 1-year pilot program in Brisbane demonstrated that each contribution was instrumental in making the **Got Wheels!** pilot program, a resounding success.

Age-Friendly Transportation (continued)

Get Up & Go – Free Transportation for Adults 50+ Bayside of San Mateo County

This service is provided through the Peninsula Jewish Community Center (PJCC) weekdays, 9:30 AM-3:30 PM. This program is for current residents bayside (280 going east, towards the Bay) 50 or over who are unable to drive either permanently or temporarily. Membership is not necessary and there are no income or religious affiliation requirements. Call **(650) 378-2750** to find out how to register for Get Up & Go. It's a simple phone interview and a signed waiver from you. Note: Requests for rides to medical appointments can be made up to 1 month in advance and the service even goes to Stanford Hospital & Clinics in Palo Alto, the VA Hospital, and Palo Alto Medical Foundation.



Got Wheels! – Affordable Transportation Service for Adults 70 and Older

Got Wheels! members can arrange for a \$5 one-way cab ride (they've partnered with Serra Yellow Cab) on-demand 24 hours a day, 7 days a week. Each month, participants are able to take up to 6 one-way trips or 3 round trips for only \$5.00 per one-way ride. Destinations must be within the geographic area (Daly City, Colma, Brisbane, South San Francisco, San Bruno, Millbrae, Burlingame, Hillsborough, Half Moon Bay, Montara, Moss Beach, and El Granada) and San Francisco International Airport. Please call Program Manager Cherie Querol Moreno at **(650) 403-4300 Ext. 4329** if you'd like to be added.



SamTrans Route 292 – Serving Riders 7 days/week between the Embarcadero and Hillsdale Mall

The 292 runs through San Francisco, Daly City, Brisbane, South San Francisco, San Francisco International Airport, Millbrae, Burlingame, and San Mateo with weekday and weekend service. Its stop in Brisbane is at the Park & Ride lot on Bayshore & Old County Rd. with connections along the route to BART, Muni, and AC Transit. See the full route schedule and map at samtrans.com/routes/292. The Senior fare is \$1.10 with cash or, \$1 with a Clipper card, with a Day Pass being \$2. A monthly Clipper card is \$27. Get Clipper on your phone, buy a card online, or in-person at a retailer. More information can be found at clippercard.com.



Age-Friendly Transportation (continued)

Redi-Wheels – A Paratransit Service Designed to Meet the Needs of the Mobility-Impaired

Redi-Wheels serves the bayside of the county, plus the towns of Woodside and Portola Valley and is for persons with disabilities who cannot independently use regular SamTrans bus service. Redi-Wheels operates seven days a week, including holidays, from 5:30am to midnight. Each one-way trip costs \$4.25 and riders may call to reserve a trip up to 7 days in advance. To apply for Redi-Wheels paratransit, please call **(650) 366-4856** to request an application. The Transit Evaluator will contact you to schedule an interview.

San Mateo County Senior Mobility Guide: <https://www.brisbaneca.org/media/25086>





Age-Friendly Communication & Information

The City's Communications Team publishes the monthly print newsletter called the STAR (brisbaneca.org/star). Each quarter, the back cover is the Community Resources Guide, which includes phone numbers for city departments and community service-related organizations. Meeting information for the City Council and its Commissions and Committees are also listed as part of that guide.

The Communications Team also updates the print flyers found outside the Library and the digital sign boards in town (two at the Community Park and one at the Ridge). At least once a month, they set up a table at the Thursday Farmers' Market in the Community Park to bring to market goers information related to City events and happenings and encourage residents to sign up for the weekly City Manager's Weekly Update, also known as The Blast (brisbaneca.org/blast). Once a month in The Blast, there will be a new Age-Friendly corner to highlight either a program, service, or community organization aimed at improving the well-being of our older adults. This information can be incorporated on the City's website, brisbaneca.org, where the Community mega-menu has been updated to include a direct link to the Age-Friendly City webpage.

Age-Friendly Civic Participation & Employment

Every few months in the STAR, a gentleman who's 88 years old has been contributing health-related articles for the STAR. He's also interested in starting an "Ask Amrit" offering once/month in the Sunrise Room, where he will take questions; his background is in cardiopulmonary and renal function. Amrit obtained his PhD from UCSF in 1969. The City's Communication Team first got in touch with Amrit at the start of the pandemic when he would send in weekly tallies of COVID cases in Brisbane he tracked and graphed for over two years from the County's website; he would also include relevant information and articles on keeping Brisbane's older population safe.



Age-Friendly Emergency Services

The City of Brisbane is part of a Countywide program that offers emergency alerts to community members. The emergency alert system is called SMC Alert. The alert notification system is used to contact you immediately during emergencies. Starting with the August utility bill, residents and businesses will be reminded to sign up for emergency alerts from the City. A QR code will also be included. When you sign up, you have the ability to customize and set alerts to send emergency and non-emergency text and voice messages to: email accounts, cell phones, smartphones, tablets, voice messages to landline phones (home & work). SMC Alert is free and residents can sign up at <https://www.smcgov.org/dem/smc-alert>.

In an emergency situation, City of Brisbane authorized personnel will send an alert, and you will receive alerts based on your profile preferences, either via email, cell phone, text message, or home phone. Read these messages promptly and follow the instructions. Additional instructions may follow throughout the emergency situation so keep your phone near you. Even if the cell phones are busy, text messages should still come through to your phone.

When you do receive an alert message, please follow the instructions on that message. Please do NOT call 911 as they are already aware of the emergency and your call will tie up precious resources, further endangering the emergency situation. We will make every effort to update the website and [City-administered social media sites](#) in real-time with more information about the emergency. In addition, you should tune to local TV and radio.



Age-Friendly Police and Fire

The Brisbane Police and Fire Departments strive to improve positive relationships with our senior community. The Police Department presents various topics of interest, such as personal safety tips, fraud awareness, and any/other issues or trends that we believe may target our senior groups. Our officers attend senior luncheons at our local senior center to build trust and partnerships with seniors. Officers respond to all medical calls to assist fire and paramedics upon arrival and as the first responders to arrive on the scene, relieving our senior residents of any fear. The Police Department provides our senior group with a monthly handout with information and data on incidents of interest within the community. Police officers attend Homeowners Association meetings to address current crime trends and engage in open dialogue with our community. The Police Department checks the welfare of our seniors when a neighbor or family member calls upon them. The Police Department provides traffic enforcement throughout the city, but most notably in the downtown area, where our senior center is located, to ensure senior safety and the enforcement of crosswalk violations. The Police Department will assist seniors with mobility issues by offering courtesy transportation to special city events, i.e., our annual flag-raising ceremony on Veterans Day.

Brisbane, Daly City, and Pacifica collaborated to form the North County Fire Authority in 2003. The Fire Department focuses on educating the community on the importance of being prepared for emergencies. The Fire Department is dedicated and committed to protecting lives and property in the city of Brisbane and delivering the highest level of customer service to its residents. Their mission is to be kind, always be prepared and care for others. In Brisbane, they strongly encourage residents to “know their zone.” Refer to brisbaneca.org/knowyourzone. The North County Fire Authority has worked with the city in May and June of each year to oversee the Fuel Break Project. Vegetation management and weed abatement are closely monitored, and property owners are required to clear their dry combustible weeds early in the fire season. The Fire Department will inspect each property to ensure that they are in complete compliance and that safety is maintained.



Age-Friendly Library

The Brisbane Library, part of the San Mateo County Libraries, provides a warm and welcoming space for all visitors at 163 Visitacion Avenue. Programs and services are designed to meet the needs of various age groups, including older adults. Older adults in the community often borrow fiction and nonfiction materials, stop by the library to read magazines and newspapers, or enjoy a comfortable space to relax or work. The library provides valuable services to Brisbane's senior residents, including reference services, referrals for community services, and computer help.

San Mateo County Libraries' collection includes fiction and nonfiction large print and audiobooks, which are often utilized by older patrons. E-books, with adjustable text size and optimal portability, and e-audiobooks, which can be convenient for patrons with low vision, are also available; devices that support these formats can be easier to hold, transport, and manipulate than print books.

Through the San Mateo County Libraries' website, www.smcl.org, library cardholders can get free access to many Bay Area museums and cultural institutions through a resource called *Discover & Go*. Simply browse by venue or date through the online platform and then download and print a free pass.

The library has desktop and laptop computers for public use. Dell laptops, Chromebooks and Wi-Fi hotspots are also available to check out for three weeks. Staff can assist library users with tasks such as finding and troubleshooting online forms, free printing, copying, and scanning, and utilizing library resources such as e-books and online databases, on an as-needed basis.

Age-Friendly Library (continued)

The Brisbane Library offers regular Senior Surf computer instruction classes, with topics ranging from computer security to Zoom for meetings to social media basics. One-on-one tech sessions are also available weekly by appointment. These are dedicated 45-minute one-on-one sessions shaped around the topic or problem shared by the learner. This could be anything from getting used to a new phone to formatting an Excel spreadsheet or accessing the library's online resources.

The library offers regular mindfulness and wellness activities, such as yoga and tai chi, and occasional educational presentations and workshops on meditation, gardening, and cultural celebrations. The library also hosts music performances for all ages. The library provides volunteer opportunities, as well, to work one-on-one with adults learning English or improving their literacy skills, to support programs, and to help community members complete maker activities and overcome technology challenges.

The library has recently launched a gem painting program, with regular drop-in sessions. We have found this program popular with older adults, giving them an opportunity to connect with each other while making progress on their creations. Our programs for children and families also often have a multigenerational component, with grandparents bringing or accompanying their grandchildren to events, including weekly storytime programs, participating in the activity, and connecting with other caregivers and families.

Library staff routinely get out of the branch to connect with community members at City events, like summer's Concerts in the Park and winter's Festival of Lights, to share updates about services and programs. Library staff also work with Brisbane's Parks and Recreation Department to host the Brisbane Garden Show and Senior Art Exhibit.

The library periodically partners with other organizations to provide workshops and information sessions. The Health Insurance Counseling and Advocacy Program presents on topics related to Medicare during the open enrollment period and San Mateo County Behavioral Health and Recovery Services provides programs on mental health topics. The YMCA Community Resource Center, Brisbane's Core Service Agency, holds office hours in the Brisbane Library Community Room every Monday from 1 pm to 4 pm to assist residents in accessing safety net services, such as food, transportation, or rental assistance.



Age-Friendly Public Works

The Department of Public Works (DPW) is responsible for the engineering and maintenance of the city's infrastructure, and all new capital projects. DPW is organized into two divisions; Engineering and Operations & Maintenance. DPW provides the engineering and maintenance for twenty-five (25) miles of water main, four water reservoirs, four water pump stations, nineteen (19) miles of sewer main, four sewer lift stations, twenty-three (23) miles of roads, nineteen (19) public facilities, forty-four (44) landscaped areas, and over 350 trees.

SEWER SERVICES

The City of Brisbane and the Guadalupe Valley Municipal Improvement District (GVMID) provide sanitary sewer services to the residents and businesses within the city's limits. In July 2003, the city completed a Sanitary Sewer Master Plan that includes a condition assessment, flow projections, capacity evaluation, and a recommended capital improvement program. The projects within the capital improvement program are assigned four priority levels based on degree of hydraulic and/or structural deficiencies.

WATER SERVICES

The City of Brisbane and GVMID fully comply with all State Water Resources Control Board drinking water quality standards. The City of Brisbane receives 100% water from San Francisco Public Utilities Commission (SFPUC) through five turnouts along the Crystal Springs pipeline. Under normal conditions, our water comes directly from the Hetch Hetchy Reservoir in Yosemite National Park. Occasionally, the water may be supplemented or come directly from the East Bay or Peninsula reservoirs.

Age-Friendly Public Works (continued)

The City of Brisbane operates two separate water districts that provide water to the local residents and businesses. The Brisbane Water District serves Central Brisbane, Sierra Point, and the Baylands. The Guadalupe Valley Municipal Improvement District (GVMID) serves Crocker Park and the Northeast Ridge residential development. The water districts are interconnected and are operated together to maximize circulation and flow within the system. The interconnection allows the City to move water freely across the districts to supplement higher-than-normal demands.



The City of Brisbane conducts a comprehensive water quality assurance program. Presently, over ten samples a month are collected throughout the two districts and monitored for Free and Total Chlorine and free Ammonia and Total Coliform bacteria. All the current water monitoring data is available in the Annual Water Quality Report distributed to the residents and businesses in Brisbane in July.

LOW INCOME RATE ASSISTANCE (LIRA) FOR UTILITY BILLS

The Low Income Rate Assistance (LIRA) Program is offered to current City of Brisbane Water & Sewer customers enrolled in PG&E's Care Discount Program. Once a customer is enrolled in the LIRA program, discounts will go into effect starting the next billing period.

To enroll in LIRA, a customer must provide the City of Brisbane with a current copy of a qualifying PG&E bill that:

1. **Has a Name and Service Address that Matches the Name and Service Address on the Brisbane Utility Account**
2. **Indicates Customer is Currently receiving PG&E's CARE Discount**

Customers can apply for PG&E's CARE discount program and/or find out if they are eligible at pge.com/CARE or by calling 1-866-743-2273. If you have questions about the City of Brisbane LIRA Discount Program, please contact the City of Brisbane Utility Billing Department at (415) 508-2154.

SERVICE REQUESTS VIA "MY BRISBANE"

The City of Brisbane utilizes the "GoRequest" platform allowing residents to report and track issues within the City. Residents can access this feature through the GoRequest App on their phone or via an internet browser at <https://www.brisbaneca.org/contact>. Issue categories include Building and Parks Maintenance, Parking, Graffiti,

Age-Friendly Public Works (continued)

Marina, Potholes, Sidewalks, Storm Drains, Trees, Streets, Water/Sewer, and Trash/Debris. When reporting an issue, residents will be asked the nature of the problem, the location, and can even upload an image to provide additional details. The City's Public Works team receives the information and prioritizes the service requests based on urgency. The City appreciates the public assistance to keep Brisbane clean, safe, and beautiful.



SUSTAINABILITY

The Public Works Department Sustainability team supports the Open Space and Ecology Committee, and plans and implements the Climate Action Plan as well as other environmental programs. One of the City's core values is ecological sustainability which underscores residents' deep desire to act as stewards of the natural environment.

Brisbane's City Council approved the **Open Space Plan** on August 27, 2001. This document addresses land acquisition or preservation based on identifying natural resources and amenities. The Open Space and Ecology Committee was formed the same year as a permanent advisory body to the City Council on open space acquisition and environmental matters.

On September 17, 2015, Brisbane adopted its first **Climate Action Plan**, which established a greenhouse gas emission reduction goal of 15% below 2005 levels by 2020. This plan is a comprehensive and strategic approach to sustainability, recommending actions that will engage all members of Brisbane's community in this journey to protect our environment. A **Sustainability Framework** was also developed to identify key sustainability principles to be addressed in future Baylands development.

On January 18, 2024, the Brisbane City Council adopted an ordinance adding Chapter 15.88 Outdoor Lighting Standards to the Brisbane Municipal Code to protect and enhance the local environment and public health by reducing light pollution at night through reasonable restrictions on outdoor lighting. For more information, please visit <https://www.brisbaneca.org/cd/page/dark-sky-ordinance>.

Additional related programs for residents include the following:

- **Backyard composting is promoted by offering the County's compost and worm bins to residents at a reduced cost. The rebate application can be found here.**

Age-Friendly Public Works (continued)

- Every Spring, the City hosts a free compost giveaway.
- **South San Francisco Scavenger** offers a mattress recycling program where there is no charge for disposal of up to 4 mattresses / box springs. Must be brought in alone to Blue Line Transfer Station, or [click here for information on scheduling a pick up](#).
- Recycle your electronics at **Green Citizen** or **Blue Line Transfer**; Green Citizen also takes Number 6 Styrofoam.
- The City of Brisbane continues participating in the High-Efficiency Washing Machine Rebate Program. Residents of the City of Brisbane are eligible for a \$75 rebate for purchasing and installing a High-Efficiency Washing Machine in their home. The number of rebates is limited. A copy of the application and official rules are available at City Hall or at your local retailers that stock energy efficient washers.
- **Recycle household batteries and cell phones properly** to protect the community and the environment from fire hazards and toxic pollution. Residents with communal trash enclosure bins may recycle their batteries at City Hall by dropping them in the bin behind the front lobby counter (a maximum of 10 batteries per zip-top bag).
- San Mateo County's **Household Hazardous Waste Program** offers free hazardous waste recycling and disposal services for San Mateo County residents.
- San Mateo County's Office of Sustainability hosts **free e-waste collection events** annually.
- Battery collection at City Hall: you can recycle your batteries following [these instructions from SSF Scavenger](#). Residents can recycle CFLs through San Mateo County's **HHW Program**. They can also be recycled for a fee at **Blue Line Transfer**.
- Film plastic and plastic bags cannot be recycled through SSF Scavenger. Some grocery stores and other retailers have drop-off locations. You can find [more information about bag recycling here](#).
- **Rain Barrel Rebate Program**: Apply for the rebate to save up to \$200 per qualifying rain barrel or cistern.
- **Landscape Classes**: Attend free landscape education classes on water-efficient and sustainable landscaping.



Age-Friendly Public Works (continued)

- **Water Wise Gardening:** Find information on saving water while gardening beautifully. More information can be found on bayareagardening.org.
- **Lawn Be Gone!:** Replace your lawn with drought-tolerant landscape.
- **Water Calculator:** the Water Calculator is intended to give you crucial advice on how to set your controller correctly and how to manage it thereafter.

ELECTRIC VEHICLES

Brisbane has installed several electric vehicle (EV) charging stations throughout the city:

- City Hall: 50 Park Place
 - 7 managed Level 2 charging stations (\$0.30/kWh)
 - 1 fast (Level 3 or DCFC) charging station (\$0.50/kWh + \$5/hour after 2 hours to encourage turnover)
- Mission Blue Center: 475 Mission Blue Drive - 10 managed Level 2 charging stations (\$0.30/kWh)
- Park n' Ride: 3501 Bayshore Boulevard – 7 charging stations
- 400 Sierra Point Parkway: Installed by a private citizen, but available for public use (\$0.51/kWh)

PlugShare.com is an excellent resource for locating electric vehicle charging stations, including their current availability, pricing, nearby amenities, and user comments.

BIKE-PEDESTRIAN MASTER PLAN

In 2017, the City of Brisbane adopted the Bicycle and Pedestrian Master Plan. The Plan provides a strategy for developing a comprehensive bicycle and pedestrian transportation network, support facilities, and support education, encouragement, enforcement, and evaluation programs. The Plan documents what bicycling and walking are like now in Brisbane, reasons for improvements, and a strategy to make the City safer and more comfortable to bicycle and walk for transportation and recreation for all ages and abilities.

The goals for the Plan included the following:

1. **Connect Brisbane's bikeway and pedestrian system to the County and regional networks.**
2. **Integrate Complete Streets into the transportation network to provide a balanced, connected, safe and convenient multi-modal network.**



Age-Friendly Public Works (continued)

3. Increase walking and bicycling for transportation and recreation.
4. Improve safety for pedestrians and bicyclists.

[Click here to learn more](#) and to review the plan in its entirety.

MARINA

The Brisbane Marina was completed in 1983 with a 270' guest dock and can house 580 boats ranging in size from 10 ft. to 120 ft. The Brisbane Marina is the closest to San Francisco and is only 7 nautical miles away from the Bay Bridge and other fantastic Bay Area boating. The Marina is home to the Sierra Point Yacht Club, a portion of the San Francisco Bay Trail, a public 300 ft. fishing pier, and great views of San Bruno Mountain and the East Bay. The Marina is also a place to host events of all kinds.

COMPLETE STREETS SAFETY COMMITTEE

The Complete Streets Safety Committee considers issues referred to them by the City Council, the City Manager, the Director of Public Works or the Chief of Police, and issues affecting pedestrians (including the different needs of children, seniors, youth, and families), bicyclists, persons with disabilities, motorists, movers of commercial goods, users and operators of public transportation, and so forth. Recommendations of the Complete Streets Safety Committee will be brought forward to the [City Council](#) for their consideration. The authority for the work of the Committee is established in its [Bylaws, or Resolution No. 2013-05](#).

CAPITAL IMPROVEMENT PROJECTS

The Public Works Department has completed many capital improvement projects that benefit older adults and improve their quality of life. Some of these projects are mentioned below:

- Construction of the new Brisbane Library
- Crocker Trail resurfacing project
- ADA improvements citywide
- Walkway safety improvements
- Sidewalk extensions
- Storm drain maintenance
- Retaining walls



Age-Friendly Public Works (continued)

Additional future projects include:

- Construction of a stairway from San Benito to Alvarado
- Design of a stairway from Tulare to Santa Clara
- Design of a stairway from Santa Clara to Alvarado
- Design of improvements to the existing dirt walkway from San Francisco Avenue to Old County Road





Age-Friendly Parks & Recreation

“The mission of Parks & Recreation services in Brisbane is to engage and inspire a healthier community by providing fun, inclusive, innovative and safe parks, facilities and programs.”

[Click here for detailed information](#) regarding parks and recreation resources.

AGE-FRIENDLY PROGRAMS AND SERVICES

The City of Brisbane’s Senior Center, the Sunrise Room, is part of the Visitacion Gardens development at the corner of Visitacion and San Francisco Streets. The Sunrise Room and additional programs provide a safe, welcoming, and energizing environment where our community’s adults 55 and over can enhance their quality of life by engaging in a healthy and social lifestyle. The Sunrise Room is open for free drop-in M/T/Th/F from Noon-5pm, and Thursdays from 1:30-5pm. Occasionally, free food donations are available for seniors at the Sunrise Room. Seniors are encouraged to check in with Sunrise staff for more information.

A variety of classes and programs are held at the Sunrise Room. Classes include:

- Agile Aging - how to prevent falls and enliven daily life activities through a movement-based approach to wellness.
- Watercolor/Art
- Teen Technology Support
- Monthly game days
- Crochet

Age-Friendly Parks & Recreation (continued)

- Design & Build Workshops
- Movie Screenings
- E-Fitness Exercise Classes
- Guided Conversations
- Blood Pressure Checks
- Bingo
- and more!

There are also year-round opportunities for seniors to participate in local (guided) walking groups.

The Senior Club is available for adults 55+. Membership is monthly, currently \$10 a month for residents and \$12 a month for non-residents. Brisbane's Senior Club hosts a weekly lunch and Bingo on Wednesdays. Contact Teresa Madrigal for more information at **415-508-0230**. To attend outings or trips funded by the Brisbane Senior Club, each member must follow and have completed the following 3 regulations: be safe, be respectful, and have paid the monthly fee at least 5 working days before the 1st of each month. New members must have paid their monthly fees for at least 3 months to be eligible to attend any outings or trips funded by the Senior Club.

MONDAY LUNCH SERVICE

The City of Brisbane partners with Samaritan House to offer lunches to Seniors on Mondays. Reservations must be made by Friday for the following week. Drive-by or pick-ups are available between 12-12:45pm at the Sunrise Room (2 Visitation Ave). Parks & Recreation department staff can provide home deliveries as needed with advance notice. Please call **415-508-2140** for more information.

SENIOR TRIPS

The Parks & Recreation department offers monthly day trips for seniors. Past destinations included: Disney Museum, San Mateo County Fair, Filoli, Pier 39, local theater performances, Roaring Camp, etc. Registration fees include transportation costs, admission fees, and occasionally lunch. Transportation will be arranged depending on the type of trip but may include limited transportation via the City's P&R van, transportation by the Brisbane School District bus, or professional charter buses in collaboration with neighboring cities to allow for more socialization opportunities. All trips depart from the Sunrise Room. Early registration is encouraged as space may be limited by transportation. Please call **415-508-2140** for more information.



Age-Friendly Parks & Recreation (continued)

PARKS, TRAILS, AND OUTDOOR RECREATIONAL FACILITIES

The City of Brisbane has an extensive system of parks, trails and recreational facilities. They range from well-manicured parks with play structures, to quiet trails. The Parks and Recreation Department manages these facilities, and with help from the Public Works Department to keep the parks nicely mowed and free of debris, and safe for public enjoyment. Below is a list of a few facilities that invite public use for residents of all ages:

Community Park - 5 Old County Road

At the center of town is the Community Park, which houses the city's main playground, as well as a beautiful gazebo and picnic tables. It is also the location of the weekly Thursday [Farmers' Market](#).

Crocker Park Trail – 185 Park Lane

Looping around many of the Crocker Park Businesses, the 2.5 mile newly resurfaced trail provides a level and scenic route that makes the personal trail experience all the more enjoyable. You are welcome to begin your Crocker Park Recreational Trail journey at the trailhead across from the Dog Park or at any of the five street intersections.

Quarry Trail and Park – 399 San Francisco Avenue

Quarry Park is a passive park located at the entrance to Quarry Trail. Picnic tables and benches invite passersby to a peaceful respite. The trail itself has a slight incline uphill towards Lipman Middle School, where it tapers off downhill and converges with Crocker Park Trail.

Firth Park / Canyon – 201 Glen Park Way

Firth Park/Canyon is a small park on Glen Park Way with picnic tables and a large grassy area. Many residents lovingly refer to this park as “turtle park”.

San Bruno Mountain State and County Park – 555 Guadalupe Canyon Parkway

Though not administered by the City of Brisbane, the San Bruno Mountain State and County Park borders and almost completely envelops the city. It's possible to access the park through [Quarry Road Trail](#) as well as the State & County park entrance on Guadalupe Canyon Parkway. More information can be found [here](#).

Mission Blue Sports Complex – 475 Mission Blue Drive

The Mission Blue Sports Complex includes a picturesque baseball/softball field, sand volleyball courts, and a multi-use tennis and pickleball court. There is a pickleball social club on Tuesday evenings and drop-in pickleball on Wednesday evenings.



Age-Friendly Parks & Recreation (continued)

Lipman Tennis Courts – 1 Solano Street

Two full-sized tennis courts are available for public use during non-school hours.

Dog Park – 173 Park Lane

The City's Dog Park is located next to City Hall and can be accessed through the City Hall parking lot or on the northern side via Park Lane. Dogs can enjoy a large grassy area, smaller decomposed granite parcels, and other amenities. Seating is available for humans.



INDOOR FACILITIES

The City's primary recreational indoor facilities include the Mission Blue Center located at 475 Mission Blue Drive and the Community Center located at 250 Visitacion. These facilities offer residents a place to host private and family gatherings and a community space for classes. Classes offered in these facilities include Oil painting, Tahitian Dance, Yoga, Pilates, Rumba, Bingo, dance, and more. Local Non-Profit groups also use these facilities for community meetings and special events.

COMMUNITY POOL

The Brisbane Community Pool, located at 2 Solano Street, was built in 2000 and is a 25 yd/75 ft outdoor pool with a zero-depth entry pool for disability access, heated to 79-81 degrees using solar and conventional heating. The pool employs professionally trained aquatic staff certified lifeguards with the American Red Cross. The Brisbane Community Pool is a great place to connect with residents and members of surrounding communities, accomplish fitness goals, or start a new family tradition by attending one of our many programs.

Water Aerobics has been one of the most popular classes in Brisbane for many years. The natural buoyancy of the water helps avoid injury and exercising in water offers 12-14 times the resistance of regular exercise. This low-impact fitness class is offered year-round and several days/week. Adult lap swim hours are also available daily. For more information and seasonal schedules, please call **415-657-4321**.

COMMUNITY GARDEN

Brisbane's Community Garden is located along San Francisco Ave, just past Inyo Street. The Brisbane Community Garden is a non-profit group of gardeners engaged growing plants for their private use. The gardeners are assigned a specific plot and agree to maintain the plot and surrounding grounds in a condition acceptable to the

Age-Friendly Parks & Recreation (continued)

City of Brisbane (the landowner and sponsor). As a sponsor, the City of Brisbane provides all water, storage for tools, bark chips for walking paths, and regular trash collection and green waste recycling of plant materials that are not readily composted (tree limbs, large stalks, and invasive plants).

COMMUNITY EVENTS

Artists' Evening of Sharing: Each year, the City of Brisbane invites local artists to share their work with the Brisbane public at the Artists' Evening of Sharing. At this annual event, Brisbane artists will present music, theater, dance, images of visual artwork, photography, and film. This showcases Brisbane's diverse artists and provides an opportunity for our community to follow the rich diversity and depth of talent in our town. It encourages an exchange of ideas about art and fosters new relationships and creative collaborations.

Garden Show: In 2021, the Parks & Recreation Commission revived the historical garden show. Gardeners & Artists of all ages are encouraged to submit entries for as many categories as they would like. This event is typically held in Summer.

Day in the Park and Derby: Day in the Park and the Derby take place the first Saturday in October each year. Festivities commence with the Derby car races starting at 8am on San Francisco Street. Immediately following is the Day in the Park, which goes on until 3pm. The park is filled with community groups, art vendors, informational tables, good music, yummy food, and plenty of fun for people of all ages.

Festival of Lights: The Festival of Lights is a celebration focusing on the holidays as a season of giving and appreciation for our community. The event begins with caroling from the top of Visitacion to the Community Park. A brief program is provided at the Community Park followed by Santa's arrival on the firetruck, tree lighting, and our traditional cookies and cocoa.



Age-Friendly Parks & Recreation **(continued)**

Volunteer of the Year: Each year, the City recognizes a Brisbane resident as its “Volunteer of the Year”. After carefully reviewing nominations and letters of recommendation from residents, an ad hoc subcommittee composed of City Council members and Parks & Recreation Commissioners selects a recipient. The Volunteer of the Year award is bestowed upon a dedicated community member who has demonstrated ongoing commitment to the City of Brisbane. They act with the purpose of community and give selflessly to others. These recipients are known throughout the community for their contributions in many areas and are devoted to personally improving the quality of life for Brisbane residents. They are always there with a helping hand, a bright smile, and a great attitude.



PARKS & RECREATION COMMISSION

The Parks and Recreation Commission is responsible for parks and recreation policies & programs within Brisbane. Five to seven members are appointed by the City Council for terms of four years each. Their general duties and responsibilities include the following:

- **Act in an advisory capacity to the City Council in policy matters on the acquisition and development of parks and the formulation of a recreation program to meet the needs of the citizens.**
- **Periodically review and make recommendations on the parks and recreation element of the City’s General Plan.**
- **Actively promote parks and recreation activities within the City.**

CROCKER TRAIL MASTER PLAN

In April 2020, the City began working with RRM Design Group for the master planning of Crocker Trail. The purpose of the Master Plan is to bring to life the wants and needs of the community of Brisbane. Through implementing accessibility, safety and connectivity, ecological responsibility and education, recreational opportunity and the chance to support local artists, the Crocker Park Trail aims to improve the quality of life for all its visitors. The Plan also highlights opportunities desired by the community and stakeholders to improve connectivity and safety, preserve local sensitive environments, promote recreation on the trail, embrace public art and interpretive education, and plan for the trail’s legacy. [Read the final Crocker Park Recreational Trail Master Plan here.](#)

Age-Friendly Parks & Recreation (continued)

PUBLIC ART COMMITTEE AND MASTER PLAN

The Brisbane Public Art Advisory Committee is the City Committee responsible for ensuring all public art projects in the City of Brisbane meet the program criteria and guidelines for the selection of an artist or artist team, artwork, and artwork location established in the Public Arts Implementation Guidelines. The Public Art Advisory Committee meets on an as-needed basis to review and make recommendations regarding public art projects commissioned by a private person or entity. Additionally, the Public Art Advisory Committee meets to review the balance of funds in the Public Art Fund to determine if they should propose any projects to be initiated and commissioned by the City.

As outlined in the City's Art in Public Places Ordinance, public art can energize our public spaces, arouse our thinking, and transform the places where we live, work, and play into more welcoming and beautiful environments that invite interaction. By its presence alone, public art can heighten our awareness, question our assumptions, transform a landscape, or express community values, and for these reasons, it can have the power, over time, to transform a city's image. Public art helps define a community's identity and reveal its unique character. The master plan will provide long-term direction to the Public Art Advisory Committee and the City Council on the planning and processes necessary to further develop, administer and maintain a dynamic public art program in the City of Brisbane. Future opportunities for art are anticipated in areas such as the Crocker Trail, Sierra Point, and the Baylands.





Additional Age-Friendly Resources

ECONOMIC DEVELOPMENT

The City of Brisbane works with businesses and residents to ensure economic vitality and diversity. Brisbane's small size and autonomy, within the large economy of the Bay Area, make it a unique and valuable location for many businesses. Brisbane also has a very active **Chamber of Commerce**, which hosts evening networking events, as well as the City's State of the City Address and Candidate's Night.

Within Brisbane, there are three main areas where businesses are located: Crocker Industrial Park, Sierra Point, and commercial-zoned areas (Brisbane Village, Visitacion Ave., Industrial Way and Bayshore Boulevard). According to Larry Purcell, Former Vice President of The Purcell Murray Company, "Crocker Park is the finest industrial park in the Northern Peninsula, bar none."

BRISBANE VILLAGE HELPING HANDS

Brisbane Village Helping Hands is a local non-profit organization whose mission is to help residents "age in place" and stay connected to their community. The Village provides a way for older residents who want to remain in their homes to request help and for community volunteers to lend a hand. In other words, it's really about neighbors helping neighbors. Membership dues are \$20 annually to help cover operating costs, including liability insurance. This fee may be waived in cases of hardship. Find out more at brisbanevillage.org/faq.

FARMERS' MARKET

In April 2012, West Coast Farmers Market Association (WCFMA) launched Brisbane's first-ever farmers' market. Other farmers' market associations had inquired about the possibility of bringing a market to town, but WCFMA was the first to take a chance on our small city.



Additional Age-Friendly Resources (continued)

Today, it's still going strong, with the vendors who come to Brisbane falling in love with the small-town atmosphere and warm and friendly Brisbane shoppers! Brisbane's Farmers' Market is year-round on Thursday afternoons and hosts more than 10 vendors each week. The Market's regular hours are 3-7 PM. *Please note:* The hours of the Market adjust to 2-6 PM in the Fall/Winter, following Daylight Saving Time.

Please note: Parking on San Francisco Avenue is limited to **LOADING ONLY** one hour before the market starts and an hour after it ends on Thursdays to allow the farmers to unload/load their produce as efficiently as possible. There are also two Limited Mobility Parking spots available on San Francisco Ave.



IDEA COMMITTEE

On September 23, 2021, the City of Brisbane City Council approved the creation of a new City Committee - the Inclusion, Diversity, Equity, and Accountability (IDEA) Committee. IDEA Committee members would define what Diversity and Inclusion means for the City. Members would also be ambassadors for the City to various aspects of the community, and the Committee would provide insight and feedback to the City Council on issues related to diversity and inclusion.

At their **May 18, 2022** meeting, the IDEA Committee worked through defining what Inclusion, Diversity, Equity, and Accountability meant to them. Here is what they came up with:

Inclusion: An active state of being valued, respected, and supported that focuses on the needs of every individual and ensures the right conditions are in place for each person to achieve their full potential, while harming none.

Diversity: A broad array of differences in identity, perspective, skill, and style.

Equity: Practices and policies that are just, transparent, and consistent which identify and eliminate barriers that prevent the full participation of all groups.

Accountability: Defining metrics, taking measurements, and reporting that progress regularly as it relates to Inclusion, Diversity, and Equity.

Do you agree with the above definitions the IDEA Committee came up with? Disagree? They'd love to hear your feedback!

Additional Age-Friendly Resources (continued)

For Diversity, the Committee plans to use a longer definition for internal purposes, as a way to ensure they're not overlooking any of the following areas:

The City defines diversity as the variety of human differences and similarities among people, such as: age, belief system, class/caste, culture, disability, education, ethnicity, gender, gender identity, generation, geography, job role and function, language, marital status, mental health, nationality, native or Indigenous origins, parental status, personality type, race, religion, sexual orientation, thinking style, work experience, and work style. *(Adopted from the Global Diversity Equity Inclusion Benchmark model)*

BRISBANE LIONS CLUB – MEDICAL EQUIPMENT CONTAINER

Brisbane's Lions Club was formed in 1947 and celebrated its 70th year as a club a few years ago. The Lions clubs are places where individuals join together to give their valuable time and effort to improving their communities and the world. The Brisbane Lions Club maintains a medical equipment container of inventory that can be provided to residents at no cost on an as-needed basis. The Club also provides free eye exams and glasses through their Eyesight Conservation program for anyone who cannot afford them that lives or works in town. The Club can be reached at **415-723-0847**.

SAN BRUNO MOUNTAIN WATCH

San Bruno Mountain Watch's mission is to preserve and expand the native ecosystems of San Bruno Mountain in perpetuity through programs in education, stewardship, citizen advocacy, and land conservation. The organization leads hikes, gives presentations and conducts habitat restoration outings on San Bruno Mountain. They also operate the Mission Blue Nursery. They have plenty of opportunities to volunteer and get involved. Hikes are on the first and third Saturdays of each month at 10am. Stewardship work takes place three times each week. A calendar of activities is on the SBMW website, www.mountainwatch.org. For more information, please call **(415) 467-6631**, or email sanbruno@mountainwatch.org.



Additional Age-Friendly Resources (continued)

SIERRA POINT YACHT CLUB

Founded in 1984, the Sierra Point Yacht Club is an organization dedicated to the pleasure of sailing and powerboating. Club members are a community of boat owners, their families, crewmembers and friends who seek to increase their enjoyment of the sport. The club is open to all boating enthusiasts, whether or not they own a boat. For more information, visit the website for the [Sierra Point Yacht Club](#).

HISTORY COMMITTEE

The Brisbane History Committee is a citizens group that formed in 2017. It is comprised of Brisbane residents dedicated to sharing Brisbane's history and stories. Meetings are held as-needed at City Hall or at the Brisbane Library. They are working on an [Oral History Project](#) with local filmmaker Keith Moreau. Do you have stories of living in Brisbane? Stories can cover any topic from growing up in Brisbane, your time at Brisbane Elementary or Lipman, or any notable events related to Brisbane. We'd love to hear from you! Please call (415) 347-2038 or send an email to history@brisbaneca.org.



EBOOK STOP

In collaboration with the Parks and Recreation and Library there are two eBook stops in Brisbane, one by the bus stop in front of the post office (on the corner of Old County & San Francisco Ave) and the other in front of the Community Pool. Information is listed in English and Spanish. eBook Stops allows community members and visitors to download eBooks and eAudiobooks without a library card. Reading is now as easy as visiting a location and scanning a QR code. Additionally, the collection of books, which is exclusive to the service, now includes eAudiobooks as well! You'll find books in both English and Spanish, all completely free and the collection is being constantly updated.

Appendix C:

THE CITY OF BRISBANE



Brisbane is a small city in the County of San Mateo located on the lower slopes of the San Bruno Mountain. It is called “The City of Stars” because of a holiday tradition that began in 1939. Many residents and business owners in the City display large, illuminated stars from the downhill sides of their homes and offices, transforming the eastern slopes of the San Bruno Mountains. Some of the stars are kept up all year.

Originally a part of Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo, Brisbane was first called Visitacion City in 1908, the City’s subdivision map was recorded, and it is the City’s current downtown. In the late 1920s, realtor Arthur Annis proposed changing the name from Visitacion City to Brisbane. He believed the name Visitacion City would cause confusion with Visitacion Valley, a San Francisco city district to the North, and this would prevent “Brisbane” from establishing its own unique identity. There are various accounts of how the city acquired its name.

During the 1920s and 1930s, despite hard times during the Great Depression, the small city began to grow and flourish due to its community of residents and volunteer and civic organizations. It was “built by people who know how hard you have to work to get something in life, and how hard you have to work to keep it.” Early settlers built modest homes, markets, hotels, and dairy ranches. They dug trenches for water and constructed roads, and eventually, there was also a post office, library, public school, volunteer fire department, and weekly newspaper. Some would say that the unique Brisbane spirit of independence originated during this time.

Brisbane was developing as a modern town by the 1950s, and some citizens were considering incorporation. When the County of San Mateo began discussing bulldozing Brisbane under Urban Renewal, this convinced most people that the City should do so.

The City of Brisbane (continued)

Brisbane filed its incorporation paperwork and the County Board of Supervisors approved boundary lines for the proposed city. They also scheduled September 12, 1961 as a special election date when the town voters would answer the question “Shall the proposed City of Brisbane become incorporated as a general law city?” Five city officials would be elected that day if the incorporation passed. On November 27, 1961, Brisbane became the 17th city in San Mateo County.

The city encompassed 2.58 square miles, and additional land would be required to increase the city’s tax base and protect Brisbane from damaging environmental development. In 1962, both adjacent Southern Pacific and PG&E requested Brisbane annex their properties, adding 700 acres of land to the north and east. Crocker Land Company still owned San Bruno Mountain and Crocker Industrial Park. Over the next 30 years, the small city led the fight to preserve San Bruno Mountain and maintain it as a State and County Park. In 1983, the Northeast Ridge of San Bruno Mountain and Crocker Industrial Park were annexed to Brisbane as a package and in 1989, the City approved a development plan for the Northeast Ridge that was respectful of its place on the Mountain.

In November 2018, Brisbane voters approved Measure JJ amending the City’s General Plan regarding the Baylands. The Measure provides an opportunity for new sustainable development. This includes housing in the northwest quadrant of the site, commercial development, and enhanced open spaces, parks, and trails. Brisbane has a predominance of office parks at Sierra Park and an industrial park on the Valley Drive corridor. There are commercial areas at Brisbane Village, Bayshore Village, and Visitacion Avenue.

It is said that the constellations of Brisbane people are the real luminaries that shine in “the City of Stars.”

A detailed history is available on the City’s website, [brisbaneca.org/history](https://www.brisbaneca.org/history):

“A Spirit of Independence, A History of Brisbane Before Incorporation”

“Brisbane City of Stars: The First Twenty-Five Years: 1961-1986”

“Brisbane City of Stars: 50th Anniversary, The Second Twenty-Five Years: 1986-2011”



References:

Video: The History of Brisbane, CA

<https://www.brisbaneca.org/history/page/video-history-brisbane-ca>

Brisbane – A Cartographic Journey

<https://storymaps.arcgis.com/73a1163cc6db48568299468bd9024fa0>

A Spirit of Independence

<https://www.brisbaneca.org/history/page/spirit-independence>

The City of Brisbane Historical Population

YEAR	POPULATION	GROWTH	GROWTH RATE
2024*	4,489	-88	-1.92%
2023*	4,577	-20	-0.44%
2022	4,597	-78	-1.67%
2021	4,675	-165	-3.41%
2020	4,840	212	4.58%
2019	4,628	-39	-0.84%
2018	4,667	-8	-0.17%
2017	4,675	4	0.09%
2016	4,671	40	0.86%
2015	4,631	103	2.27%
2014	4,528	82	1.84%
2013	4,446	51	1.16%
2012	4,395	59	1.36%
2011	4,336	54	1.26%
2010	4,282	0	0%
2000	3,597	645	21.85%
1990	2,952	-17	-0.57%
1980	2,969	-34	-1.13%
1970	3,003	-1,047	-25.85%



Appendix D: CITY GOVERNMENT

The City of Brisbane is governed by a five-member city council elected to staggered terms of four years each. The general duties and responsibilities of the City Council are:

1. As the legislative branch of the government, it makes final decisions on all major City matters.
2. The Council adopts ordinances and resolutions necessary for efficient governmental operations, approves the budget, and acts as a board of appeals.
3. It appoints the City Manager, City Attorney, and members of the City's Planning Commission, Parks and Recreation Commission, Complete Streets Safety Committee, Inclusion, Diversity, Equity, and Accountability (IDEA) Committee, Open Space and Ecology Committee, and Public Art Advisory Committee.

Brisbane City Council works with the community to guide the city's future growth and development.

City Government *(continued)*

Mission Statement

(Adopted by the Brisbane City Council on March 8th, 1999)

We, the employees of Brisbane, are committed to providing quality public services, facilities and programs. We accomplish this by respecting community values and applying the necessary resources and commitment to meet prospective challenges and the expectations of the citizens and the business community of Brisbane.

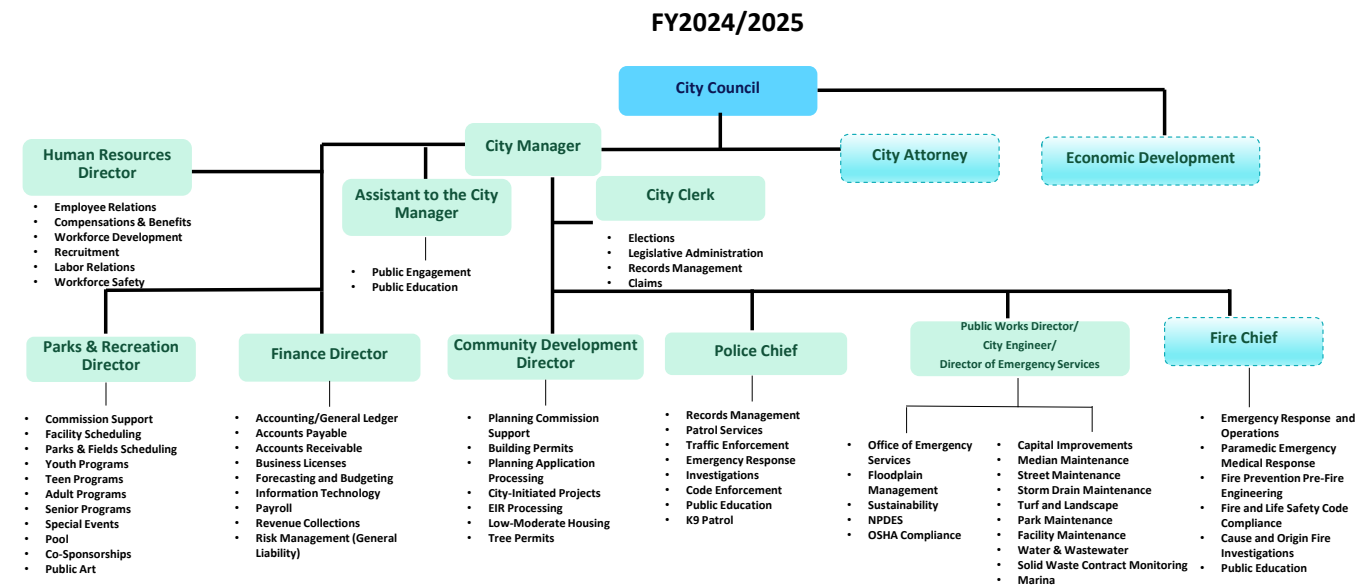
City of Brisbane's Values and Guiding Principles

In 2016, the City Council started using a Priority-Based Budgeting method, which aims to match City resources to community goals and interests. The five values and principles below help to guide the City's decision-making.

1. **Fiscally Prudent:** Brisbane's fiscal vitality will reflect sound financial decisions, which also speak to the values of the community
2. **Safe Community:** Residents and visitors will experience a sense of safety
3. **Community Building:** Brisbane will honor the rich diversity of our city (residents, organizations, Businesses) through community engagement and participation
4. **Ecological Sustainability:** Brisbane will honor the rich diversity of our city (residents, organizations, Businesses) through community engagement and participation
5. **Economic Development:** Brisbane will work with The Businesses and Residents to provide for economic vitality/diversity



City of Brisbane Organizational Chart



Appendix E:

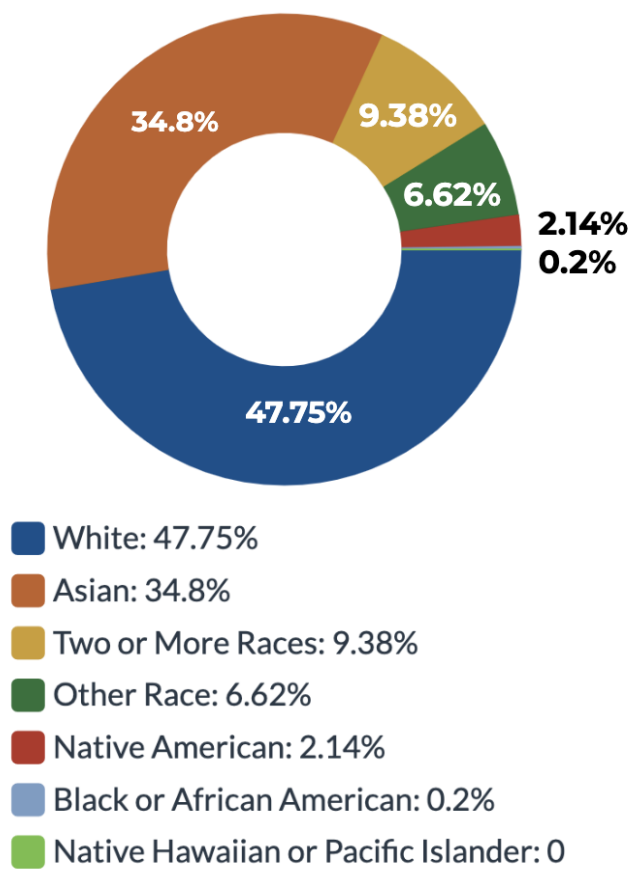
DEMOGRAPHIC PROFILE

The City of Brisbane is located in San Mateo County, California, and has a population of 4,489 (2024). The median age is 42.9 years, 45.3 years for males and 40.6 years for females.

Race: City of Brisbane's population is 47.75% White, 34.8% Asian, 9.38% Two or more races, 2.14% Native American, .02% African American, and 6.63% Other. There are 3,797 adults, with 748 who are seniors ages 60 and over.

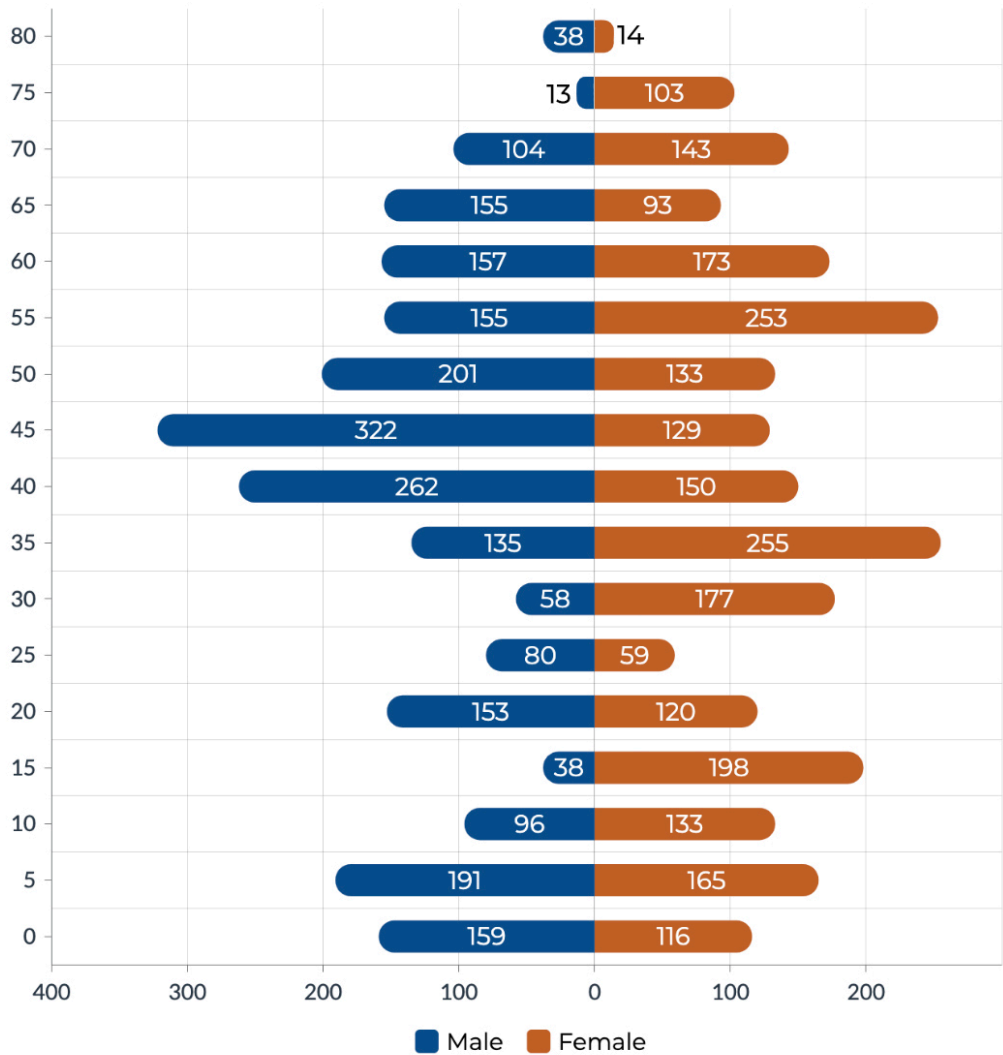
Language: Among Brisbane residents, 61.79% speak only English. 38.21% speak other languages which includes 24.86% who speak Asian Pacific Island languages.

BRISBANE RACIAL DEMOGRAPHICS



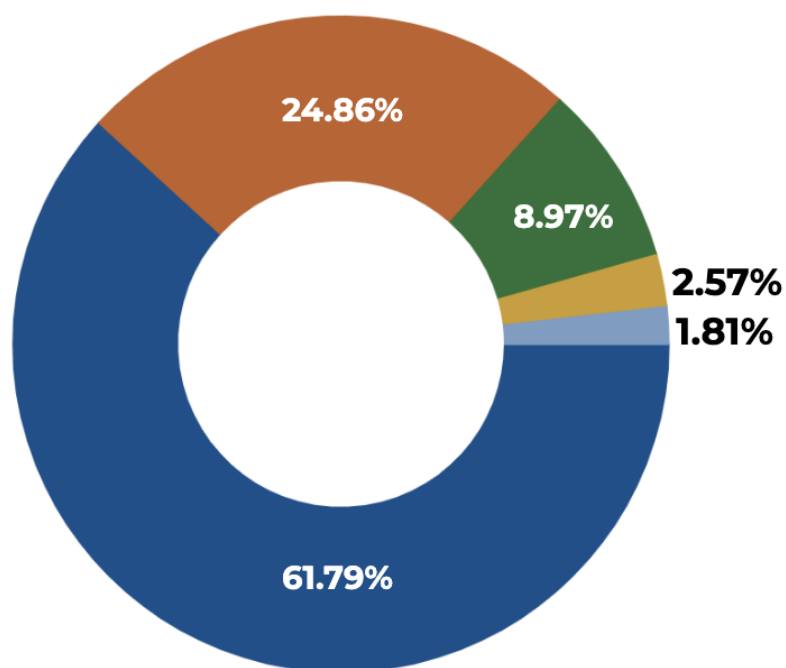
POPULATION BY AGE GROUP

Brisbane Population Pyramid 2024



There are 3,797 adults (748 of whom are seniors) in Brisbane.

BRISBANE LANGUAGES



- Only English
- Asian & Pacific Island Languages
- Spanish
- Other Indo-European Languages
- Other Languages

For All Age Groups Combined

Appendix F:

LIVABILITY INDEX

AARP's Public Policy Institute (PPI) has designed criteria to assess the characteristics that would provide a high quality of life for diverse populations of a community, covering all generations. Their scoring includes complex livability factors that factor in both metric values and policies. The AARP Livability Index is created from more than 50 unique sources of data across the seven livability categories. By using these metrics and policies, the AARP Livability Index scores communities by looking at how livable each neighborhood is within the community. There is an overall score assigned to each city. The total score is accumulated by the seven various categories.



The overall livability index score for
Brisbane, California is **61**.

This is in the **top half** of **communities** in
the U.S.

Scores are applied to the following 7 categories of livability. Examples of indicators follow:



HOUSING: Housing costs, availability of multi-family housing, state accessory dwelling unit support



NEIGHBORHOOD: Access to parks and libraries, crime rate, state and local transit-oriented development



TRANSPORTATION: Frequency of local transit service, walkability, state and local complete street policies



ENVIRONMENT: Quality of drinking water/air, state utility disconnection policies, pollution level



HEALTH: Preventable hospitalization rate, access to exercise opportunities, state/local smoke-free laws



ENGAGEMENT: Social involvement index, voting rate, state barriers to community broadband



OPPORTUNITY: Income inequality, jobs per worker, age diversity, local government credit-worthiness

Livability Index (continued)

	Brisbane, California	2024 Median US City
Overall Score	61	50
 Housing	45	56
 Neighborhood	68	36
 Transportation	48	44
 Environment	63	59
 Health	83	43
 Engagement	65	47
 Opportunity	58	52

For interpretation of scores, please refer to the following link:

<https://livabilityindex.aarp.org/search/Brisbane,%20California,%20United%20States#compare>

ACKNOWLEDGMENT

The Center for Age-Friendly Excellence wishes to acknowledge and thank the community that participated in the survey and focus groups. We also would like to thank all the Brisbane task force members and City of Brisbane staff who were instrumental in providing input and guidance in developing this Age-Friendly Action Plan.

Karen Cunningham

*City Councilmember
City of Brisbane*

Nicole Houghton

*Parks and Recreation Supervisor
City of Brisbane*

Noreen Leek

*Parks and Recreation Director
City of Brisbane*

Cary Mossing

*Library Manager
City of Brisbane*

Julie Sims

*Parks and Recreation Commissioner
City of Brisbane*

Trudi Davis

*Parks and Recreation Commissioner
City of Brisbane*

Lise Dumont

*Retired Genentech Marketing
Management
Member Brisbane Lions Club*

Carol Forest

*Community Member
City of Brisbane*

Kathryn Gooding

*Small Business Owner
City of Brisbane*

Miyoko Nida

*Former IDEA Committee Member
City of Brisbane*

Linda Seekins

*Community Member
City of Brisbane*

Hermann Reiss

*Community Member
City of Brisbane*

We acknowledge and appreciate the funding received from the **California Department of Aging (CDA)** for the development of this Age-Friendly Action Plan. Funding from CDA has made it possible for the Center for Age-Friendly Excellence to provide leadership toward completing this Age-Friendly Action Plan using a collaborative approach.

CAFE is an incubated nonprofit project of Los Altos Mountain View Community Foundation.



**NONPROFIT
INCUBATOR
PROGRAM**

RESOURCE PAGE

About the Global Network for Age-Friendly Network for Age-Friendly Cities and Communities. Age-Friendly World. Retrieved May 2024, from <https://extranet.who.int/agefriendlyworld/who-network/#:~:text=cities%20and%20communities.-,The%20WHO%20Global%20Network%20for%20Age%2Dfriendly%20Cities%20and%20Communities,over%20320%20million%20people%20worldwide>

City of Brisbane: <https://www.brisbaneca.org/>

City of Brisbane Parks and Recreation: <https://www.brisbaneca.org/parksrec>

City of Brisbane Senior Center: <https://www.brisbaneca.org/visiting/page/senior-sunrise-room>

City of Brisbane Police: <https://www.brisbaneca.org/police>

City of Brisbane Fire: <https://www.brisbaneca.org/fire>

City of Brisbane Library: <https://www.brisbaneca.org/library>

City of Brisbane Age-Friendly: <https://www.brisbaneca.org/community/page/age-friendly-city>

World Health Organization. (2007). *Global Age-Friendly Cities: A Guide*. Retrieved from: https://iris.who.int/bitstream/handle/10665/43755/9789241547307_eng.pdf?sequence=1

World population review: <https://worldpopulationreview.com/us-cities/brisbane-ca-population>

AARP Network of Age-Friendly States & Communities: www.AARP.org/livable

Elder Index: <https://elderindex.org/>

California Elder Index: <https://healthpolicy.ucla.edu/our-work/elder-index/about-california-elder-index-ei>



PARKS & RECREATION COMMISSION AGENDA REPORT

Meeting Date: 1/8/2025

From: Nicole Houghton, Recreation Supervisor

Jeff Franco, Recreation Coordinator

Subject: Concerts in the Park Fundraising Plan

Purpose

Facilitate a community-funded approach to the Concerts in the Park series to preserve traditions and provide opportunities for community connections.

Recommendation

Consider varied and alternate approaches to the fundraising plan for the 2025 Summer Concert in the Park series. Determine the Commissions role in this year's fundraising efforts. Provide feedback to staff for soliciting donations, sponsorships and other contributions to support to the 2025 Summer Concerts in the Park series.

Background

The Concerts in the Park event series has existed in Brisbane for more than seventeen years. Community sponsorships and donations play a crucial role in supporting the summer concert series, ensuring that these events remain accessible, fun, and successful. Local businesses and individuals who contribute through financial support or in-kind donations help cover essential costs including band fees, sound engineers, equipment, and marketing. In turn, sponsors gain visibility and a positive association with the community which fosters healthy partnerships between business and residents. Ultimately, community involvement strengthens the cultural fabric of Brisbane, creating a vibrant and connected community for all to enjoy.

Each year, City staff work in tandem with the Parks & Recreation Commission, businesses, and residents to preserve these valued community events. The average annual sponsorship totals over the past seven years have ranged between \$11,000-\$14,000. Last year's fundraising efforts fell short in comparison to years prior raising only \$8,000. Given this, the Commission has expressed a desire to implement an innovative and more strategic approach to fundraising.

Discussion

Commissioners have collectively expressed a willingness to revamp the fundraising approach for Concerts in the Park in the new year. In addition to the traditional methods of outreach and solicitation of past donors (both residents and businesses), a modified approach to fundraising this year could aid in meeting the fundraising targets for this year's series. Last year's Sponsorship Brochure (*Attachment 1*) outlines the benefits extended to sponsors. Commissioners should consider the following ideas:

- "Adopt a Concert" Campaign: to encourage individuals or families to "adopt" a concert by covering a more significant portion of expenses.
- "Gift of Music" Donation: smaller donations than that of the sponsor package for those who want to make a difference but cannot donate larger sums.

- **Matching Gift Programs:** partner with local businesses to match individual donations. For instance, for every \$100 donated by the community, the business would match another \$100 (up to a total of \$5,000).
- **Local Business Collaboration:** partner with local restaurants and stores for “percentage nights” where a percentage of the sales on a specific day is donated to the concert series. The city could help promote these events and encourage community participation.
- **Concert Merchandise:** T-shirts have been sold previously but we could explore posters, blankets, etc. with proceeds from sales supporting the concert series.
- **VIP experience:** Cabanas have been attempted in the past with minimal interest.
- **“Buy-a-Seat” Campaign:** allow people to “buy” a seat for \$25–\$100, with their name or the name of a loved one displayed on the seat during the concerts.
- **Pre-Concert event** (i.e. wine-tasting) with a per person cost.
- **Gather testimonials** from past sponsors about the positive impact it had on their business.
- **Establish opportunities** for attendees to donate onsite at the concerts themselves.

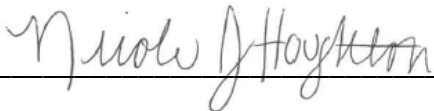
All efforts to solicit donations for the series should continue to emphasize that support of these valued community events enhances business brand recognition, engages the local community, and celebrates goodwill.

Fiscal Impact

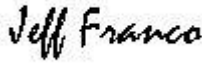
A community-based fundraising approach diminishes the burden on the City’s general fund. Consistent with past fundraising efforts, staff aspire to secure \$11,000-\$14,000 in sponsorships and donations to cover all non-personnel expenses associated with facilitating the Summer Concert series. However, additional funding support may be needed depending on the direction for the series and collaborative partnerships yet to be explored.

Attachments

1. 2024 Sponsorship Brochure
2. Proposed Promotional Calendar for Commission Consideration



Nicole Houghton, Recreation Supervisor



Jeff Franco, Recreation Coordinator

APPLICATION

Submission Date: _____

SPONSOR INFORMATION

Name: _____

Company: _____

(If applicable)

Address: _____

Phone: _____

Email: _____

Website: _____

(If applicable)

SPONSOR LEVELS

- ☐ Title Sponsor: \$2,500
- ☐ Gold Sponsor: \$1,250
- ☐ Silver Sponsor: \$600
- ☐ Copper Sponsor: \$300
- ☐ Bronze Sponsor: \$150

Please submit applications to:
brisbanerec@brisbaneca.org or c/o Jeff Franco, Parks and Recreation Department,
50 Park Place, Brisbane, CA 94005

Please make checks payable to:
City of Brisbane

SPONSORSHIP SUPPORT

We would be honored to have your support for the 2024 Summer Concerts in the Park series! In exchange for your generosity, we offer opportunities for sponsor recognition within the Brisbane community as outlined under the Sponsor Levels. If you are interested in learning more about sponsorship opportunities please email us at brisbanerec@brisbaneca.org.



“This summer tradition is made possible due to the generous tax deductible donations made by our community.”



Summer Concerts
**SPONSORSHIP
OPPORTUNITIES**

brisbaneca.org/events

ABOUT US

"The mission of Parks & Recreation services in Brisbane is to engage and inspire a healthier community by providing fun, inclusive, innovative and safe parks, facilities and programs."

We are excited to present the 2024 Summer Concerts in the Park series! In order to provide top notch entertainment and quality bands, we need your support!

Your generous donations will help significantly and we ask that you consider becoming a sponsor to make this Summer concert series the best yet.

The 2024 series will be held on select Fridays in July and select Sundays in August as outlined below. Your

sponsorship helps to create timeless memories for the Brisbane community!

The various levels of sponsorship are further detailed on the next page.

Concert Line Up

- ✓ Friday, 7/12– Pride & Joy
- ✓ Friday, 7/19 – DJ Sharon
sponsored by the Lion's Club
- ✓ Friday, 7/26 – Native Elements
- ✓ Sunday, 8/4 – Local Band: Con Kimba
- ✓ Sunday, 8/11 – Mercy & the Heartbeats

Sponsor Levels

Title Sponsor: \$2,500 & above

- Designated sponsor booth at one concert
- VIP perks at concerts
- Recognition on the City's digital signboards
- Sponsor acknowledgement at all concerts
- Sponsor recognition on concert swag
- Name & logo listed on gazebo sponsor banner
- + All items listed below

Gold Sponsor: \$1,250

- Company logo or donor name on concert series promo flyers
- (2) Complimentary concert T-shirts
- + All items listed below

Silver Sponsor: \$600

- Sponsorship acknowledgement in the City Manager's eBlast to the Brisbane community
- + All items listed below

Copper Sponsor: \$300

- Company logo or donor name on the Brisbane P&R webpage
- Company logo or donor name recognition on promo board at concerts
- Company logo or donor name recognition on concert T-shirts
- + All items listed below

Bronze Sponsor: \$150

- Highlight on Brisbane P&R social media
- Name listed in the City's monthly STAR newsletter
- Name listed on gazebo sponsor banner

DISCLAIMER: Inclusion on printed materials requires sponsorship applications to be submitted by: June 3rd, 2024

MARKETING SPECIFICATIONS

To simplify the distribution of sponsor information and increase recognition, we ask that you are prepared to send the below materials based on your sponsorship level.

**Note: A high-resolution png format is preferred.*

Company Logo

Title/Gold/Silver/Copper Sponsors

To maximize sponsor recognition, we urge you to provide several versions of your logo (horizontal, vertical, square) that can be adapted for various promotional platforms.

**Format: png preferred, jpeg accepted.*

eBlast

Title/Gold /Silver Sponsors

Please prepare a brief marketing blurb to recognize your donation.

**100 word count maximum.*

Social Media Highlight

All Sponsors

Please prepare a brief blurb specifically designed for social media. Include a few photos, desired hashtags, and associated account handles for tagging purposes.

**100 word count maximum.*

Anonymous donations are also welcomed!



Proposed Promotional Calendar for Commission Consideration

January

- Presentation to City Council
- Inclusion in February STAR newsletter
- Inclusion in February Chamber of Commerce Luminary
- Target Local Chamber Members: Since many businesses are part of the Brisbane Chamber of Commerce.
 - Create a personalized outreach campaign targeting these members. Highlight the community aspect and the visibility that sponsoring or participating in Concerts in the Park could offer to local businesses.
 - Staff & Commission In-Person Downtown Business Solicitation, dates to be solidified
 - Commitment of 1-2 commissioners a week beginning, 1/20-2/24
- Connect with Larger Corporations that may be willing to match employee donations and /or corporate specific sponsor packages
- Commissioners/staff attend Chamber of Commerce Mixer
- Flyers in City Facilities
- Email Distribution Lists
- City Signboards
- Add to City Website

February

- Promotion at Artist Evening of Sharing event
- Insert included with Water Bills (1,500 letters and online)
- Inclusion in Summer Activity Guide
- Commissioners/staff attend Chamber of Commerce Mixer
- Hard copy flyers in Senior Meals
- School Newsletters
- Send through Commissions and Committees
- City staff email signature with link to website

March-April

- Social Media Campaign
- Commissioners/staff attend Chamber of Commerce Mixer
- A-frames around town

May-August

- Commissioners/staff attend Chamber of Commerce Mixer
- Commitment of 1-2 commissioners at each concert to collect donations, sell merchandise

2025 COMMISSION CALENDAR

JANUARY (1/18)	Program presentation: Senior Programs Event debrief: Festival of Lights Age Friendly Action Plan P&R Foundation next steps Concerts in the Park Fundraising strategy 2025 annual calendar
FEBRUARY (2/12)	Program presentation: Silverspot (<i>Tentative</i>) Planning for Mental Health Awareness Month & Water Safety Month (May) <i>Tentative: Public Art Master Plan</i> <i>Tentative: New Commissioner orientation</i>
TENTATIVE (Feb or March): Workshop re: Foundation Establishment	
MARCH (3/12)	Program presentation: YAC/Teens Annual CPRS Conference (March 18-21) Master Fee Schedule review and comparison Budget Review and Priorities
APRIL (4/9)	<i>Tentative: Debrief from Workshop</i> Commission reorganization Subcommittee reassignments Master Fee Schedule & Budget recommendations
MAY (5/14)	Program presentation: ClubRec/Summer Preview/ Preschool Discuss ideas for National Parks & Recreation Month in July Determine locations for offsite facilities tour – June meeting
JUNE (6/11)	Offsite: Facilities Tour
JULY (7/9)	Program Presentation: TBD National Parks & Recreation Month - Proclamation at City Council meeting
AUGUST* (8/13)	Proposed cancellation for Summer Break
SEPTEMBER (9/10)	Program presentation: Sports City Council Liaison Meeting Event debrief: Concerts in the Park
OCTOBER (10/8)	Program presentation: Aquatics Event debriefs: Coastal Clean up, Day in the Park/Derby
NOVEMBER (11/12)	Program presentation: Cosponsorships
DECEMBER* (12/10)	Proposed cancellation for Winter Break

PARKS & RECREATION COMMISSION SUBCOMMITTEES: Updated 1/3/2025

The purpose of designated subcommittees is to investigate specific topics of interest to the Parks & Recreation Commission. They are to gather information and develop proposed solutions which are then to be presented to the Commission at a regular or special meeting as determined by the Chairperson.

SUBCOMMITTEE

BRISBANE DERBY / DAY IN THE PARK
CONCERTS IN THE PARK
EVENTS
FESTIVAL OF LIGHTS
HABITAT RESTORATION
PUBLIC ART ADVISORY
RECREATION PROGRAMS
RECREATIONAL FACILITIES
SENIORS
TEEN SERVICES (YAC)
TRAILS DEVELOPMENT
SIERRA POINT PARK AD HOC
COMMUNITY PARK IMPROVEMENTS
FOUNDATION FEASIBILITY AD HOC
IDEA AD HOC

COMMISSIONERS

(3) DAVIS, GREENLEE, OCAMPO
(3) DAVIS, OCAMPO, SIMS
(3) GREENLEE, ~~KERN~~, SEAWELL
(3) DAVIS, OCAMPO, SIMS
(3) COMMERFORD, OCAMPO, SIMS
(2) GREENLEE, SEAWELL
(3) COMMERFORD, OCAMPO, SIMS
(3) ~~KERN~~, OCAMPO, SEAWELL
(3) DAVIS, ~~KERN~~, SIMS
(3) COMMERFORD, ~~KERN~~, SIMS
(3) COMMERFORD, GREENLEE, ~~KERN~~
(1) COMMERFORD
(3) DAVIS, GREENLEE, OCAMPO
(3) COMMERFORD, ~~KERN~~, SEAWELL
(1) DAVIS

STAFF

MONROY & FRANCO
FRANCO
HOUGHTON
HOUGHTON & RODAS
FRANCO & ETHELTON (W/OSEC)
LEEK (W/ COMMITTEE)
HOUGHTON & MONROY
LEEK & MONROY
HOUGHTON & FRANCO
HOUGHTON & NAHASS
LEEK
LEEK
LEEK & HOUGHTON
LEEK
LEEK

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