



How do we:

- Bring down the cost of housing?
- Overcome growing income inequality?
- Give people better ways to get around the region?
- Get our cities ready to face climate change?

Since 1910, SPUR has worked to identify the root causes of the Bay Area's biggest urban problems and put into place solutions that will work.

This is a long game. Efforts that we began in the 20th century are now bearing fruit in the 21st.

Likewise, the problems we are tackling today will not be solved in a single year or election cycle.



SPUR's Agenda for Change

- 1. Regional Planning**
Concentrate growth inside existing cities.
- 2. Community Planning**
Build great neighborhoods.
- 3. Housing**
Make it affordable to live here.
- 4. Transportation**
Give people better ways to get where they need to go.
- 5. Economic Development**
Lay the foundations of economic prosperity — for everyone.
- 6. Sustainability + Resilience**
Reduce our ecological footprint and make our cities resilient.
- 7. Good Government**
Build the capacity of the public sector.

Real change takes time.

Throughout this annual report, case studies show how the achievements of each year add up to long-term progress over time.



The Transbay Transit Center

Extending Caltrain to a new regional transit center in downtown San Francisco and building a mixed-use high-rise neighborhood around it.



Location: San Francisco

Project initiated: 1990

Opportunity: There is currently no direct commuter train from Silicon Valley to downtown San Francisco; bringing Caltrain to central San Francisco would improve commutes for hundreds of thousands of people. SPUR proposed building a new transit center to connect Caltrain to other regional transit and making it the hub of a new jobs center for the city and region.

Timeline:

1960s–1980s	1990s	2000s			
<p>1962: SPUR first calls to extend Peninsula rail service to downtown San Francisco after San Mateo County pulls out of the Bay Area Rapid Transit (BART) District.</p> <p>1974: The opening of the BART tube causes a dramatic drop in transbay bus ridership. San Francisco’s Transbay Bus Terminal and the elevated ramps connecting it to the Bay Bridge begin a long, slow decline.</p> <p>1985: San Francisco’s Downtown Plan calls for directing high-rise growth into the South of Market area, with the tallest heights around the Transbay Terminal.</p>	<p>1990: SPUR advocates extending Caltrain to downtown from its terminus on King Street and replacing the Transbay Terminal with a new multi-modal transit center to serve Caltrain, AC Transit, Muni and other services. We envision the proposed hub as the centerpiece for a new neighborhood.</p> <p>1993: SPUR convenes a task force to study the extension of Caltrain to downtown. A new station location at Second and Mission streets is chosen the following year.</p> <p>1995: SPUR hosts 12 students from around the world in the EDAW Summer Student Program, which produces the Transbay District Neighborhood Vision Program. The plan envisions a transit center with a park on the roof, a “light column” bringing sunlight deep into the building and a totally redeveloped neighborhood on surrounding blocks.</p>	<p>1999–2001: Voters approve the construction of a new transit center, and two years later, the Transbay Joint Powers Authority forms to plan, design and build it.</p> <p>2006: The Board of Supervisors adopts the Transbay Redevelopment Plan, increasing height limits to allow dense development around the proposed transit center.</p> <p>2007: SPUR helps the Joint Powers Authority set up a design competition. The winning design features, incidentally, a park on the roof and light columns bringing sunlight deep into the building.</p> <p>2010–2011: The old terminal is demolished and construction of the new Transbay Transit Center begins. The parcels of vacant land formerly occupied by the old terminal and ramps begin to be sold for development, which will largely finance the new transit center.</p>	<p>2013: SPUR’s <i>Taking Down a Freeway to Reconnect a Neighborhood</i> offers a modern vision to tear down Interstate 280 and bring Caltrain and high-speed rail tracks into the Transbay Transit Center underground. The San Francisco Planning Department begins to study the new proposals.</p> <p>2017: SPUR’s <i>Caltrain Corridor Vision Plan</i> argues for significant investments to make Caltrain an urban metro system and provides a path to grow daily ridership from 60,000 seats a day to 312,000 seats a day.</p> <p>2018: The Salesforce Transit Center Tower adjoining the station — San Francisco’s tallest tower — welcomes its first occupants in January. Voters pass Regional Measure 3, co-sponsored by SPUR, which includes \$325 million for the extension of Caltrain to downtown.</p>	<p>Outcome: The Transbay Transit Center will open within a year. Many new buildings in the station are finished or nearing completion. When done, the new development will include 6 million square feet of new office space; 4,500 new homes, including 1,300 affordable units; 250,000 square feet of new retail in the transit center and surrounding blocks; three new parks, including the 5-acre rooftop park; and all new streetscapes for blocks around. The new neighborhood will serve as a model for how to build a high-rise district around transit.</p>	<p>What’s Next: The transit center will initially serve AC Transit, Muni, SamTrans and several other bus services. Now the focus turns to the final piece: extending Caltrain (and, on the same tracks, high-speed rail) to the station. SPUR will continue to work on how we can fund this major investment in what will be a generational advance in regional transit.</p>

Research



To address problems of significant scale with long time frames, we apply a three-part research process:

A source of ideas.

1. We frame the problem by asking good questions.
2. We bring together the best thinkers on the topic, learn from other cities and use a cross-disciplinary approach to generate new and unexpected ideas.
3. We test the resulting solutions for feasibility and find the best points of entry to implement them.



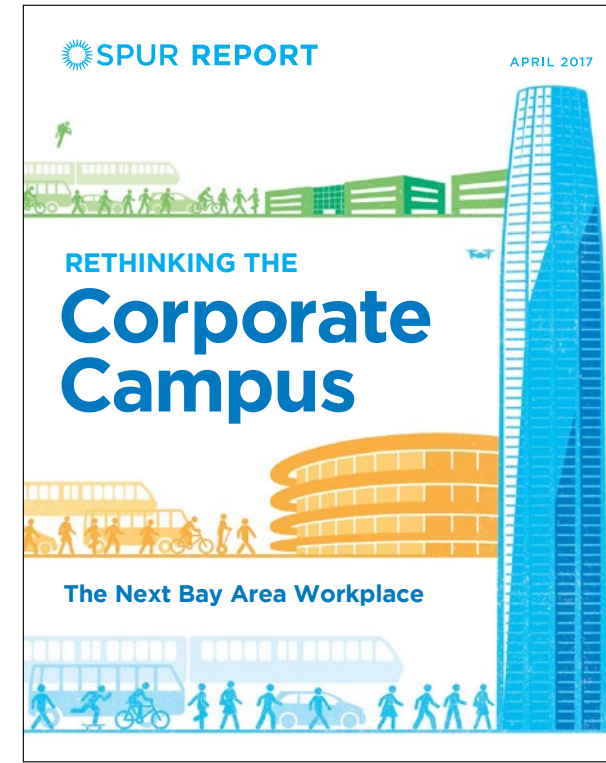
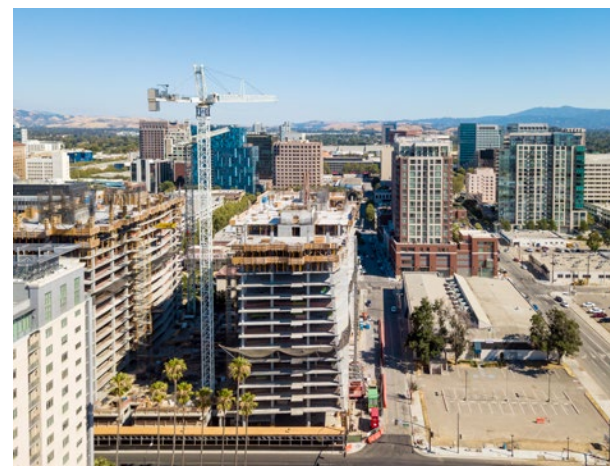
The Caltrain Corridor Vision Plan

Home of the Silicon Valley innovation economy, the Caltrain Corridor holds much of the Bay Area's promise and opportunity — but its transportation system is breaking down. This year SPUR released the *Caltrain Corridor Vision Plan*, a **bold action plan** to speed up trains and **increase capacity by an order of magnitude**, allowing Caltrain to carry almost as many people as BART.



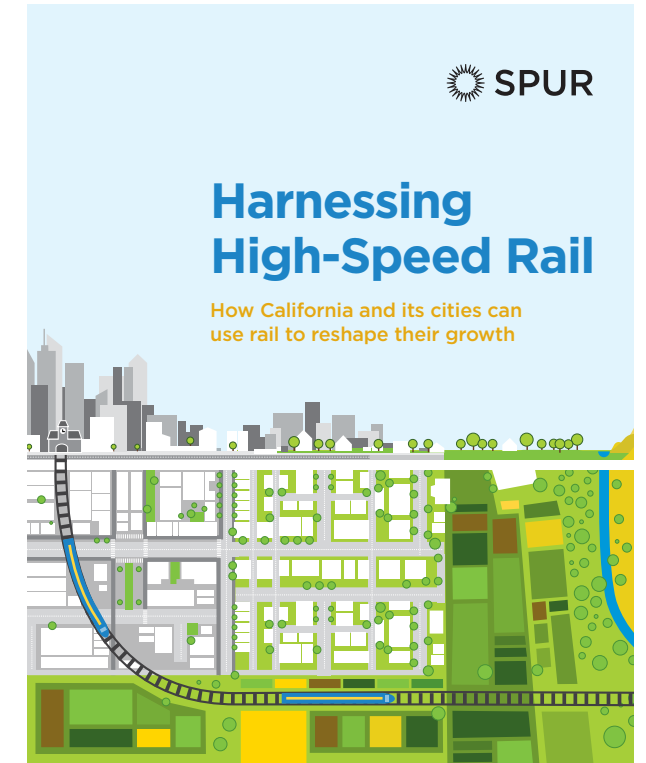
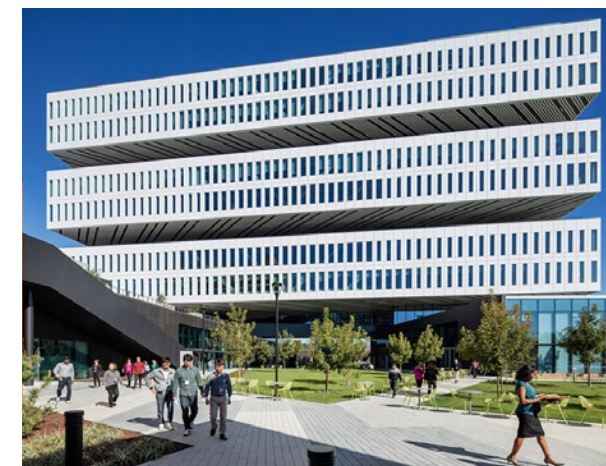
A Housing Agenda for San Jose

The Silicon Valley economic miracle has become a housing nightmare. As rents and home prices continue to rise, they threaten the region's economic growth, diversity and climate. To address this crisis, SPUR released *Room for More*, our housing agenda for San Jose, proposing two big ideas: use planning tools to **build 120,000 new housing units** and find **new resources for affordable housing**.



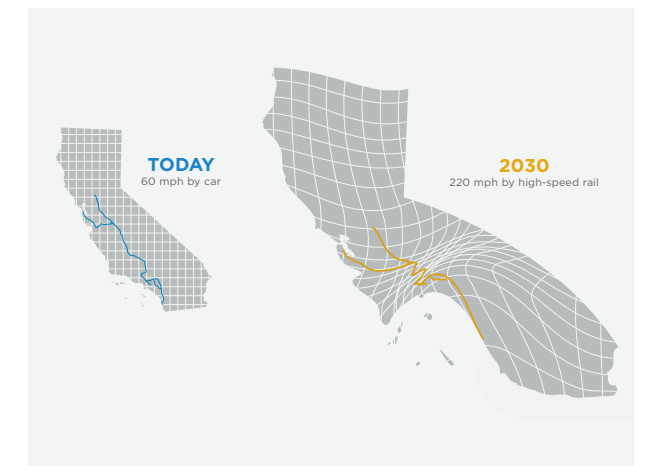
Rethinking the Corporate Campus

Many of the most advanced tech companies in the world are stuck in offices from a bygone era. The suburban corporate campus reinforces dependence on cars, worsening our climate, our air and our quality of life. Today's employees want to **live and work in more urban settings**. SPUR's report *Rethinking the Corporate Campus* offered 21 recommendations for how to **reinvent the Bay Area workplace**.



Harnessing High-Speed Rail

In connecting the Bay Area to Los Angeles, California high-speed rail will run through cities like Fresno and Bakersfield, which were bypassed when Interstate 5 was built. SPUR's report *Harnessing High-Speed Rail* looked at how a fast rail network can **reconnect these cities with each other and the coast** — improving their economies, **revitalizing downtowns** and shifting growth back to urban centers.



The Market and Octavia Plan

Reclaiming a neighborhood for people, not cars.



Location: San Francisco

Project initiated: 1998

Opportunity: The dot-com boom of the 1990s created tremendous growth pressures in San Francisco, but most neighborhoods had no plan in place to guide that growth. SPUR proposed the Better Neighborhoods Program as a way to create agreement up front to guide the process of neighborhood change. The removal of the Central Freeway made the Market and Octavia neighborhood a perfect candidate for the new program.

Timeline:

1980s	1990s	2000s
<p>1989: The Loma Prieta earthquake damages the elevated Central Freeway, a 1950s-era relic that cuts through residential neighborhoods, bringing pollution and crime. Transportation activists advocate for tearing it down.</p>	<p>1998: Mayor Willie Brown agrees to fund the Better Neighborhoods Program. The Market and Octavia area is selected for the program.</p> <p>1999: The third time it appears on the ballot, voters opt to replace the damaged freeway with a surface boulevard. This frees up 22 parcels in a 7-acre area with more than a dozen transit connections.</p>	<p>2002: SPUR holds a daylong workshop on <i>woonerfs</i> — streets where cars, bikes and pedestrians share the road as equals. Market and Octavia residents attend and get inspired to plan new growth for people, not cars.</p> <p>2002–2008: The plan slowly makes its way through the public process. SPUR advocates at the Planning Commission and Board of Supervisors, attending more than a dozen public hearings. SPUR members are some of the plan’s most stalwart advocates and attend late-night hearings to voice support.</p>

Outcome: From 2008 through the end of 2016, nearly 2,700 net new housing units were added in the plan area; of these, about 700 units are affordable. Another 57 buildings, totaling roughly 5,100 housing units, were in the planning department’s development pipeline for the plan area as of late 2017.

Public realm improvements include new parks, public plazas, bike lanes, transit-only lanes and traffic-calming measures.

What’s Next: Calls for more affordable housing in all neighborhoods and plans for bus rapid transit on Van Ness Avenue have spurred the planning department to focus a new effort on the blocks around the intersection of Market and Van Ness. The Market Street Hub rezoning will allow for approximately 1,700 additional housing units in the area.



A place for essential conversations.

We bring people together for honest dialogue, providing a place to explore, learn, debate and understand.



↑ Transportation Study Tour to Europe

To prepare for the coming convergence of high-speed rail, BART and other transit services at San Jose's Diridon Station, SPUR took policy-makers and transit agency leaders on a **tour of high-speed rail stations in the Netherlands and France**. The trip — funded by the John S. and James L. Knight Foundation — helped shape a more ambitious and integrated vision for the station and area development.

Resilient by Design: Bay Area Challenge

After Hurricane Sandy, New York's Rebuild by Design project made bold proposals for **strengthening resilience to climate change**. This year the Bay Area version brought designers, engineers, cities and residents together to envision proactive plans for vulnerable sites around the Bay. The challenge concluded in May 2018 with **10 implementable design ideas**. SPUR served on the executive committee and research advisory committee.

Oakland Problem Solvers Series

SPUR launched a series of convenings to **bring East Bay business leaders together with department heads** from the City of Oakland to discuss the city's biggest challenges and help **troubleshoot solutions**. Questions included how to improve the city's building permit process, how to engage the community in planning processes and how to finance improvements in underinvested areas of the city.

Transit + Design Workshop

What would it look like if we put people at the center of transit planning — if we designed **a welcoming transit system** grounded in the needs and preferences of riders? To help transportation planners **understand riders as customers**, SPUR hosted its third annual Transit + Design Workshop. Participants learned new tools, including how to use a customer journey map and conduct a community listening session.

This year we held 232 public events and 47 events for members in San Francisco, San Jose and Oakland. Our programs included:

The Color of Law

Author Richard Rothstein and *New York Times* writer Emily Badger on the enduring pattern of residential segregation and racial policies.

Next Stop: Diridon

Exhibition on what San Jose can learn from the best practices and cautionary tales of rail stations around the world.

What Will a Trump Presidency Mean for San Francisco?

Assemblymember David Chiu, *San Francisco Chronicle* Editor in Chief Audrey Cooper and San Francisco Foundation CEO Fred Blackwell on civic and political life in a new era.

Making Cities Greater Than Ever

Dan Doctoroff, former New York City deputy mayor, on post-9/11 policies that shaped the NYC we know today.

The Divided States of America

Academics, authors and artists on art and design as vehicles for activism in the face of the increasing militarization of our southern border.



Diridon Station

Seizing the opportunity of high-speed rail to transform acres of parking into a new downtown neighborhood and job center.



Location:
San Jose

Project initiated:
2016

Opportunity:
In the next decade, BART and high-speed rail will begin service to San Jose's Diridon Station, where they will connect to Caltrain, the Altamont Corridor Express (ACE), Santa Clara Valley Transportation Authority (VTA) light rail, Amtrak and bus service. With more than \$10 billion

in planned rail investments and 240 acres of developable land around it, Diridon represents a major transportation and city-building opportunity. SPUR is promoting a coordinated approach among transit agencies to ensure that Diridon realizes a bold vision and delivers world-class transit services.

Timeline:

Up to 2016	2016	2017
<p>2007: The alignment is selected for a proposed high-speed rail system connecting Southern and Northern California. The chosen alignment through the Pacheco Pass includes a stop in San Jose.</p> <p>2008: California voters pass a state bond measure to fund the high-speed rail project. The law allocates \$9.95 billion to begin construction.</p> <p>2012: The California High-Speed Rail Authority and Caltrain agree to develop a blended system in which the two services will share tracks and stations.</p>	<p>February 2016: The California High-Speed Rail Authority shifts course and plans for its first passenger-carrying service to take a northern route, from Kern County to the Bay Area, rather than south from Merced to Los Angeles. San Jose will become one of the first stations to open.</p> <p>October 2016: SPUR hosts a design charrette for transit agency leaders, in partnership with the German Marshall Fund, to look at international examples of high-speed rail station design and station area development.</p> <p>November 2016: Santa Clara County voters pass Measure B, endorsed and strongly supported by SPUR, providing \$1.5 billion for capital construction of the extension of BART from Berryessa into</p>	<p>downtown San Jose (including Diridon Station) and on to Santa Clara.</p> <p>March 2017: SPUR hosts <i>Next Stop: Diridon</i>, an exhibition highlighting best practices and cautionary tales from rail station and station area redevelopment projects around the world. Through the spring and summer, more than a dozen SPUR programs focus on station and station area development.</p> <p>May 2017: SPUR completes its research on international rail stations and publishes 17 rules for a great train station.</p> <p>June 2017: Google announces plans to build a major employment center at Diridon Station. SPUR publishes guiding principles for Diridon's transit service, governance and development.</p>

SPUR's Goals for Diridon:

- With transit agencies and other partners, commit to a shared vision for a station where transit connections are easy, comfortable and quick and transit service is frequent, fast and seamlessly integrated with the regional and state rail systems.
- Maximize development capacity and prioritize high-density employment uses in the station area.
- Add housing and social, cultural and educational uses to support round-the-clock activity.
- Design new development to make transit successful and put people first, supporting walkability, creating great public gathering places and building connections between neighborhoods.

What's Next:

SPUR will continue to advocate for global best practices through a symposium for local government officials, transit leaders and the public, as well as through our participation on the BART Community Working Group, the High-Speed Rail Community Working Group and the Diridon Station Area Advisory Group.



We advocate for the cities of the Bay Area to live up to their highest potential and help build the civic will to act.

A catalyst for change.



More Housing in San Francisco

After nearly two years of controversy and amendments, the late Mayor Ed Lee signed the HOME-SF density bonus program into law. The program encourages **more affordable housing** by allowing new projects greater density and building height in return for a larger number of affordable units. **SPUR's years of advocacy and education** helped make HOME-SF part of the housing conversation.

Federal Support for Caltrain Electrification

Switching the Caltrain fleet from diesel to electric power is an essential upgrade to the Bay Area transportation network. After a high-profile political battle in early 2017, Caltrain secured federal funding and will receive **\$647 million to electrify and modernize** its fleet. Caltrain also began writing a business plan — a SPUR recommendation — to ensure that the railroad thrives once it's electrified.

↑ San Jose Mayor's Housing Plan

After SPUR published *Room for More*, our housing agenda for San Jose, Mayor Sam Liccardo released his 15-point housing plan, which sets a goal to **build 25,000 new homes** — including at least 10,000 affordable homes — over the next five years to help **address the region's housing crisis**. The mayor's plan incorporates many of SPUR's recommendations and identifies strategies to make measurable progress toward new housing.

A Strategy for Oakland's Public Land

Many have asked how Oakland's publicly owned land might be put to use to create affordable housing. But prioritizing one use for public land could pit affordability against other imperatives like generating funding for city services and creating well-paying local jobs. **SPUR advocated for a balanced plan that weighs these considerations citywide** instead of making decisions parcel by parcel. We convened a conversation with local stakeholders to explore the issue.



A Vision for a State Rail Network

Caltrans released its draft California State Rail Plan 2040 at the end of 2017. The plan puts forth an ambitious vision for a **future where passenger rail is the first choice** for a large share of travel across the state. It proposes a “pulse system” of timed connections that would eliminate long waits and suggests rail projects that would **connect most communities in California every hour**. SPUR's work on stations, capital planning, rider experience and ticketing will build out the plan in the Bay Area.

Bay Area Clean Air and Climate Protection Plan

In April 2017, the Bay Area Air Quality Management District adopted a major new climate action strategy that will move the region closer to attaining its goals for **cleaner air and reduced carbon emissions**. SPUR reviewed drafts of the plan — which aligns with the recommendations in our report *Fossil-Free Bay Area* — and supported the final version at the adoption hearing.

↑ East Bay to San Francisco Transportation Capacity Study

Crossing the Bay has become a struggle whether you're riding BART, taking a transbay bus or driving. The Metropolitan Transportation Commission's Bay Area Core Capacity Transit Study revealed that providing enough capacity and making travel times reliable would require a solution of significant scale, such as **adding a second rail crossing**. The study represents the first official review of **policy ideas SPUR has been advocating for years**, such as using bridge tolls and transit fares to manage demand during peak hours.

Central SoMa Plan Soldiers On

Key to San Francisco's future growth, the Central SoMa Plan persists on its path to approval more than six years after the planning process started. The plan seeks to allow **7,500 more housing units and 50,000 more jobs** in a critical location adjacent to regional transit and the Financial District — along with one of the most ambitious packages of public benefits ever proposed in the Bay Area. SPUR has been a supporter of the vision and will push for plan approval in 2018.

Advocacy

Big Win: State Passes 15-Bill Housing Package

2017 was *the* year for housing in California. Governor Brown signed a record-setting package of 15 bills designed to address many of the causes behind our state's housing shortage. SPUR was among the advocates that **brought the housing shortage and affordability issues to the forefront** for state leadership and the public.

Making Clipper a Seamless System for Transit Riders

The Metropolitan Transportation Commission is developing Clipper 2.0, the next generation of the Bay Area's transit fare payment system. Currently, each transit operator sets its own fare policy, resulting in a hodgepodge of prices and discounts. SPUR advocated for the Clipper redesign to modernize and integrate fare policy for the Bay Area in order to **reduce rider confusion, encourage transit use and maximize investment** in Clipper.

Next Network Redesigns VTA's Transit Network

The Santa Clara Valley Transportation Authority (VTA) approved the Next Network, a **systemwide redesign to grow transit**

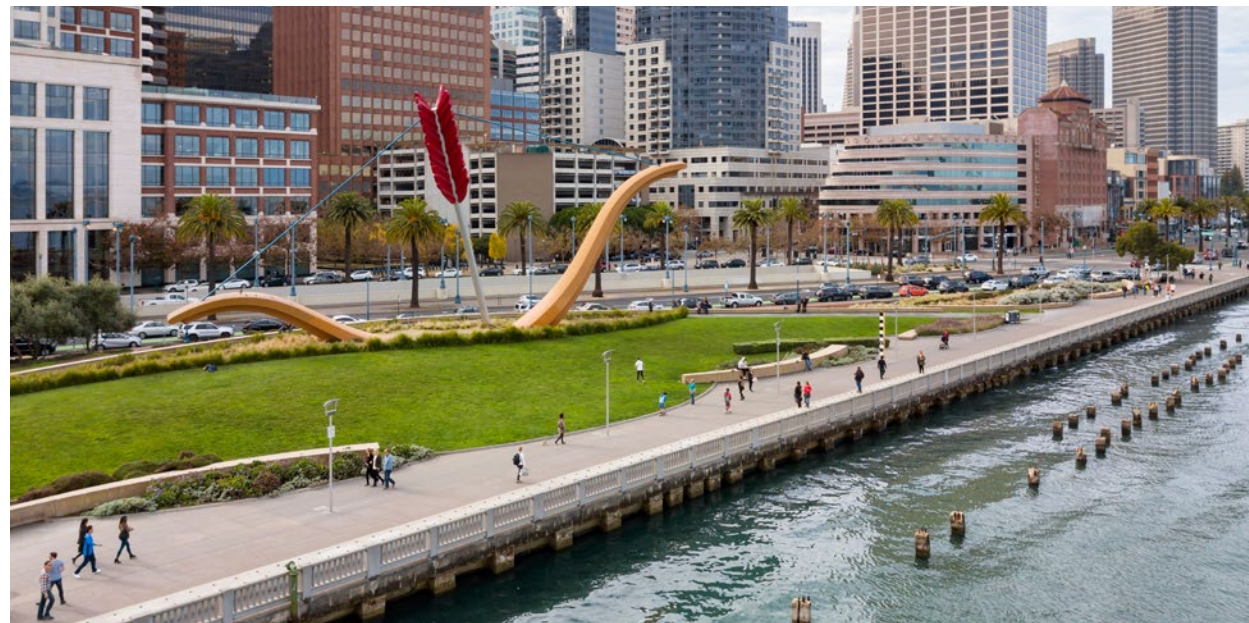
ridership, improve the agency's fiscal footing and serve BART, which opens at Berryessa in 2019. SPUR supported this effort to make transit work in the South Bay's car-oriented landscape. We believe Next Network will move the region toward the goal of **growth without gridlock**.

BART Silicon Valley

South Bay leaders have worked to bring BART to downtown San Jose for decades. As the project development process continued this year, SPUR advocated for an integrated system that will **give people a better way to get around**, open up new labor markets, and **support housing and job growth**. We weighed in on key decisions such as station location and tunneling methodologies.

San Francisco Seawall Resiliency Project

Built over a hundred years ago, San Francisco's seawall is in need of significant improvements to **withstand the next major earthquake, as well as future sea level rise**. SPUR sits on the steering committee for the Seawall Resiliency Project, which will propose a \$350 million general obligation bond for the November 2018 ballot to fund an immediate seismic retrofit. Phase II of the project will undertake more extensive planning for long-term climate resilience and adaptation.



Celebrating Five Years of SPUR in San Jose

2017 marked the five-year anniversary of SPUR's work in San Jose. In that time, we have published nine reports laying out comprehensive recommendations to **transform San Jose from a good city to a great city**. We have successfully advocated for improvements to the transit system, the passage of an accessory dwelling unit ordinance, the establishment of an urban agriculture incentive zone, and modifications to make the city's planned urban villages more amenable to mixed-use development. We have **helped the urbanist voices in San Jose get louder**, and we've engaged deeply in the community through hundreds of forums, convenings and tours. We launched in San Jose as an experiment. Five years later, many in the community are self-proclaimed urbanists and we are part of an important conversation about the future of the city, its neighbors and the region.

A Downtown Oakland for Everyone

Planning to ensure that all Oaklanders experience the benefits of economic growth.



Location:
Downtown
Oakland

Project initiated:
2015

Opportunity:
For the first time in decades, Oakland is preparing a new Downtown Plan. As a high-rise job center with multiple BART stations, downtown Oakland is already a key hub in the Bay Area — and a recent wave of investment is bringing thousands of new jobs and residents. The Downtown

Plan provides a great opportunity to ask: Is there a way to harness this growth to help pay for a better quality of life for all Oaklanders? SPUR proposed five big ideas for guiding future growth and making sure the benefits extend to everyone.

Timeline:

2015	2016	2017	2018
<p>February 2015: SPUR launches work in Oakland.</p> <p>September 2015: SPUR publishes <i>A Downtown for Everyone: Shaping the Future of Downtown Oakland</i>. We propose that the best path forward for downtown is to plan for more jobs and housing — and to shape that growth so downtown remains a place that welcomes all Oaklanders.</p> <p>September–October 2015: The City of Oakland undertakes a specific plan for downtown Oakland. SPUR hosts the official launch with a series of design charrettes in our soon-to-open downtown office.</p>	<p>January 2016: SPUR moves into 1544 Broadway in downtown Oakland.</p> <p>February 2016: We publish <i>Designing the Bay Area’s Second Transbay Rail Crossing</i>, which makes the case that transporting more people across the Bay more quickly will enable Oakland to emerge as a stronger economic hub. Ideas include creating a one-seat ride between Oakland and Silicon Valley and extending high-speed rail service to Oakland.</p> <p>March 2016: The city releases two plan alternatives. SPUR comments that both options amount to a downzoning of downtown and calls for a third alternative with more intensive development.</p>	<p>2017: In response to community concerns, Oakland hires consultants to conduct a racial and equity analysis of the downtown specific planning process. SPUR continues to advocate for a downtown growth plan that will benefit all.</p>	<p>2018: Oakland restarts its planning process with a strengthened focus on equity.</p>

SPUR’s Goals for Downtown Oakland:

- Big Idea 1:** Add 50,000 more jobs in downtown, and create pathways to get people into them.
- Big Idea 2:** Bring 25,000 more residents to downtown at a range of incomes, and enable existing residents to remain.
- Big Idea 3:** Set clear and consistent rules for growth to make downtown a better place for everyone.
- Big Idea 4:** Create inviting public spaces and streets as part of an active public realm.
- Big Idea 5:** Make it easy to get to and around downtown through an expanded transportation network.

What’s Next:

As the plan moves toward completion in 2020, SPUR will weigh in on iterations and continue to advance our policy ideas for how growth and equity can go hand in hand.

Seamless Transit

Making the Bay Area’s two dozen transit operators function as one unified system.

Location: San Francisco Bay Area

Project initiated: 2015

Opportunity: The Bay Area has 27 different transit operators — far more than other metropolitan areas — resulting in confusing maps, service gaps and poor planning. Rather than one regional network, transit riders face a disjointed

system, which contributes to stagnating ridership rates. As a first step in tackling this problem, SPUR is focusing advocacy efforts on simply making it easier for people to use the public transit we already have.



Timeline:

2014–2015

2014: SPUR holds a workshop on transit fragmentation, bringing together transit agencies, businesses and policy stakeholders to identify ways to unify transit services in the region.

April 2015: SPUR publishes the report *Seamless Transit*, which calls for standardizing transit fares across the region, designing transit hubs to make transfers easy and considering the needs of multiple operators when deciding how to design the transit network. The report receives significant national media attention. “Seamless transit” becomes a regional catchphrase.

2016

May 2015: SPUR poses three questions to help prioritize transit integration:

- Will the customer experience improve?
- Does the proposed integration shift market share away from private autos toward transit?
- Will it help make better places and cities?

The questions help to inform several initiatives.

2016: SPUR and the Metropolitan Transportation Commission (MTC) launch a regional transit map and wayfinding project. Led by MTC, a team made up of cities, transit agencies, SPUR and the Silicon Valley Community Foundation begins developing a regional transit map and a unified mapping system that will work across the region.

2017

2017: SPUR organizes a course on design thinking for transit operators, led by Stanford’s design school. Staff from SPUR, MTC, the Silicon Valley Community Foundation and several Bay Area transit operators learn to plan and design transit with a focus on the customer.

2018

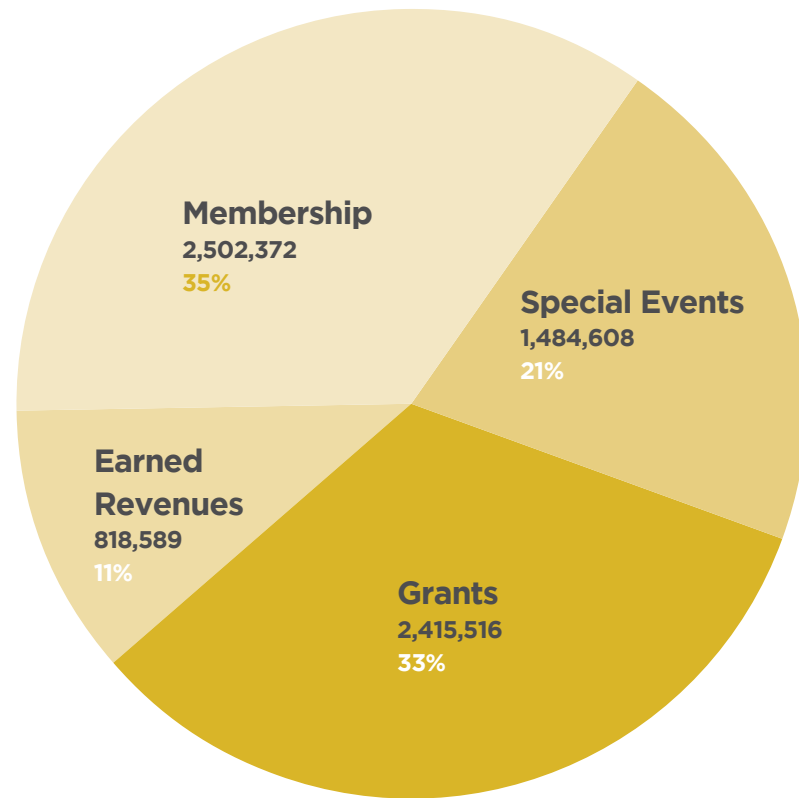
2018: Conversations on seamless payments and fares move forward; the state holds its first integrated-payments congress in May. SPUR prepares to publish recommendations on transit fare policy reform to make seamless transit payments work across the Bay Area and California.

What’s Next:

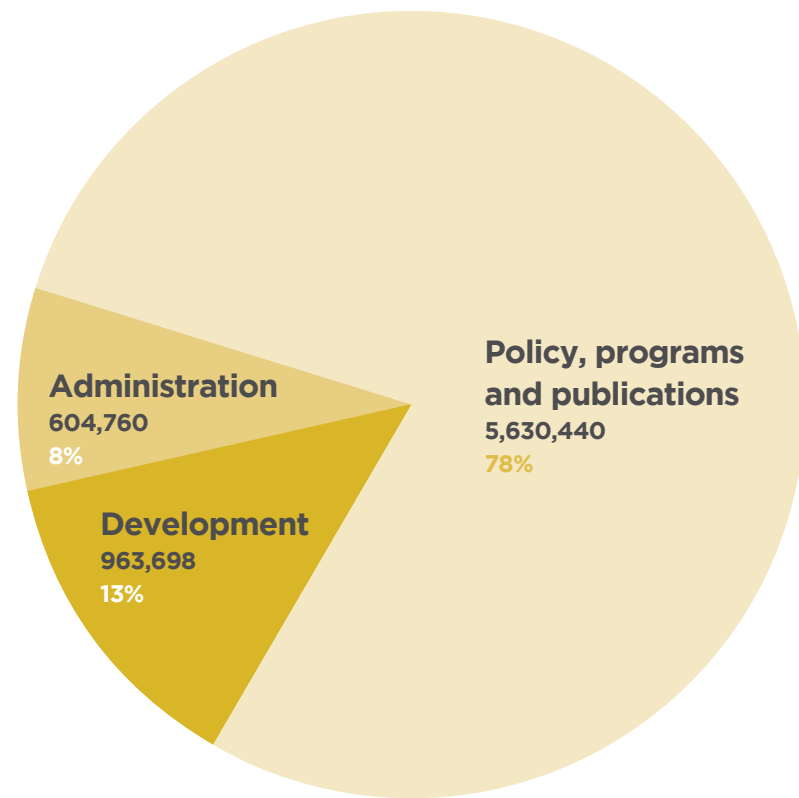
Governance changes would improve the management and planning of the transportation system for the 21st century. SPUR is investigating proposals for how to structure a truly coordinated system, learning from global examples. Potential big ideas include a regional rail organization that would amalgamate the numerous rail systems that could share tracks. Another vision worth exploring is a regional organization that would bring together mobility providers to set standards for payments and routes and manage a streamlined app or interface for customers.

Fiscal Year 2017-2018

Income
7,221,084
100%/Total



Expenses
7,198,898
100%/Total



President's Letter



The future of our country depends on its cities.

Cities are where we will invent the economy of the future. Where we will cultivate new movements for social change. Where we will create a way of life that is sustainable and resilient in the face of climate change.

In this unsettled moment of American history, the Bay Area has a special role to play. This collection of cities stands as a beacon of an America that is open, tolerant, welcoming, innovative and practical.

This is a time for leadership. We need to get our house in order. We may not be able to control what happens in Washington, but we have a lot of control over what happens here. Let us resolve to overcome our housing shortage so we can live up to our values of openness to immigration once again. Let us resolve to build a world-class transit system so we can provide everyone who lives here with a civilized way of getting around. Let us resolve to overcome the divides of race and class so that all people in this region can benefit from our culture of economic innovation.

SPUR has a mission: to create an inclusive, sustainable and prosperous metropolis that can serve as a model for the world. Our role is to show how to get there and build the collective will to do it. To the members, funders and supporters of SPUR, I want to express my deepest gratitude for your confidence in our work. Now, more than ever, the Bay Area needs a group like SPUR that strives to be both highly visionary and highly practical. We could not be doing this work without you.

Sincerely,

Gabriel Metcalf
President and CEO

SPUR Annual Contributors

SPUR gratefully acknowledges the generous contributions made by the following individuals and organizations. We apologize in advance for any omissions or inaccuracies to this listing and will publish corrections in a future issue of *The Urbanist*. This list represents gifts made in 2017.

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HOK
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Siemens
SOM
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Shorenstein Properties LLC
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11 West Partners
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San Francisco Department of Public Health
San Francisco Human Services Agency
San Francisco Office of the Treasurer & Tax Collector
San Francisco State University
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San Jose Water Company
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Irene Chavez

Sr. Vice President Area Manager
Kaiser
San Jose Board, SPUR



What civic project or initiative brings you the most hope for the future?

Training and opening up opportunities for at-risk youth. The Silicon Valley Organization is doing a really good job with Strive San Jose, and John Hogan is doing a great job with his organization, Teen Force, which helps disadvantaged youth from local high schools secure a job with a local employer and then continue on to college. They've placed some of their interns with us at Kaiser.

What one thing truly embodies the spirit of your neighborhood?

The young people downtown. You can be sitting next to someone who looks like a kid but is working on a biotech module or looking at how to use Bitcoin for the future. They know they might not be the next Zuckerberg, but they're not dissuaded by the odds. That spirit is really engaging.

Which SPUR activity excites you most?

The board retreat. I like the diversity of the different boards coming together. I love the fact that we talk big-picture strategy and yet we get granular, thinking, "Okay, how would you move that forward?" There isn't a defeatist in the group.

What's your favorite thing about San Jose?

The hills. In Gilroy there's a hiking trail called Harvey Bear at what used to be a hot springs. The springs are gone now, but oh my God it's gorgeous up there.

Carmen Chu

Assessor-Recorder
City and County of San Francisco
San Francisco Board, SPUR



What's the first thing you do when you explore a new city?

I look for good local food through a combination of recommendations, Instagram and blogs, and then build my visit around those stops.

What civic project or initiative brings you the most hope for the future?

HOPE-SF. See what I mean by visiting the hope-sf.org website.

If you could wave a magic wand and have one major infrastructure project completed tomorrow, what would it be?

High-speed rail in California.

You get one choice for your last meal in the Bay Area. What is it?

This is a hard one. There's the dried fried chicken from San Tung, banana cream pie from Tartine, the warm octopus salad from Liho Liho Yacht Club.... But if I had to choose one restaurant in San Francisco, I'd probably choose PPQ Dungeness Island for their roasted butter crab, garlic noodles, hot bowl of pho, fried imperial rolls, stir fried string beans and shaking beef.

What one thing truly embodies the spirit of your neighborhood?

It's the feeling of being able to walk up the street to a local restaurant, coffee shop or bakery and then take a leisurely stroll to the neighborhood park or beach with Birdie (our four-legged family member).

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NRG Energy Center
OJK Architecture + Planning
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Pfau Long Architecture, Ltd.
Polaris Pacific
Power Engineering Co.
Presidio Bank - San Francisco
Public Financial Management
Pyatok Architects
RAD Urban LLC
Red and White Fleet
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Cabrera Painting
California Apartment Association Tri-County
Caltrain
Cambridge Systematics
Cameron C. Habel Construction
CCS Architecture
Center for Elders' Independence Chariot
Chinatown Community Development Center
Circlepoint
City of Fremont
City of Oakland
City of San Jose Department of Housing
City of San Jose Department of Parks, Recreation and Neighborhood Services
City of San Jose Department of Transportation
City of San Jose Public Library
Civic Edge Consulting
Coalition for Better Housing
Cody Anderson Wasney Architects
Community Housing Partnership Commute.org
The Core Companies
Cubic Transportation Systems
Cupertino Electric
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Sand Hill Property Company
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General Manager
BART
Oakland Board, SPUR



What's the first thing you do when you explore a new city?

See what cultural or unique things are available.

What civic project or initiative brings you the most hope for the future?

CASA, the regional coalition working to address the housing shortage in the Bay Area.

If you could wave a magic wand and have one major infrastructure project completed tomorrow, what would it be?

1. A second transbay rail tube
2. High-speed rail to Sacramento

If you could change one state or local level law, what would it be?

1. Eliminate or restructure Prop. 13 and its impact on housing and the local tax structure.
2. Free college for all — start with community colleges.

You get one choice for your last meal in the Bay Area. What is it?

Anything at Slanted Door.

What one thing truly embodies the spirit of your neighborhood?

Access to the water.

Which SPUR initiative excites you most?

Bringing Oakland and San Jose into the fold.

Rebecca Prozan

Head of California Public Affairs

Google

San Francisco Board, SPUR



What’s the first thing you do when you explore a new city?

Experience the downtown area; it’s the honorary New Yorker in me (my dad is from Brooklyn). I love the hustle and bustle.

What civic project or initiative brings you the most hope for the future?

Bike sharing. I’ve become a huge fan of Jump bikes, and I hope that soon they will be everywhere.

If you could wave a magic wand and have one major infrastructure project completed tomorrow, what would it be?

Reliable, operational, clean and safe Muni.

If you could change one state or local level law, what would it be?

One law to meaningfully address the ability of homeless individuals to obtain the services they desperately need.

What one thing truly embodies the spirit of your neighborhood?

Harvey Milk started his career with a camera shop a block away from my home. The space is now occupied by the Human Rights Committee store, which is a national organization dedicated to equal rights for the LGBT community.

Which SPUR initiative excites you most?

The Civic Tech Council. I thoroughly enjoy meeting colleagues from different companies and getting a firsthand look at policy issues at the intersection of government and tech.

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Jeanne Milligan
Leslie L. Milloy
E.B. Min
Ron & Cynthia Moe-Lobeda
Grace Moon
Chris Morgan
Edward Morimoto
James Morrison
Kathryn Morrissey
Dick Morten
Daniel E. Murphy
Karen Murray
Deborah Nelson
Geoffrey Nelson
Rachel A. Newell
Chrissy Mancini Nichols
Michelle Novotny
Margie O’Driscoll
Paul Okamoto
Luisa Cafe • Fiona Cahill • Wendy Osaki
Hardip S. Pannu
Tony Pantaleoni
James Patrick
Stephen S. Pearce
Gabrielle Perez

Teri Behm • Corbett Belcher • Dan Bell • Frances Bell • Paul Bellar • Joey Benassini • Ricardo Benavidez • Brittany Benioff • Robert Bennett • Matthew Bens • Brad Benson • Jim Bergdoll • Kelly Berger • Peggy Berglund • Carlos Berlanga • Michael J. Berne • Betsy Beros • Rob Best • Staci Carvalho • Patrick Cashman • Carlos Castellanos • Matt Castillon • James Castle • Regan Catanzaro • Jeanine Cavalli • Toussaint Celestin • Patricia Centeno • Andrew Chaffer • James Chalmers • Deni Chambers • Leah Chambers • Jennifer Chan • Joshua Chan • Tammy Chan • Joseph Chance • Andrew Chandler • Andrew Chapello • Bill Chandle • Helen Chapman • Leslie Chard • Dylan Charles • Kathleen Charlesworth • Sean Charpentier • Kevin Chavous •

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Bodovitz • Jeanne Boes • Jean Bogiages • Tiffany Bohee • Brianna Ceglia Bohonok • Scott Bohrer • Ruth Bond • Claire Bonham-Carter • Rick Bonilla • Natalie Bonnewit • Patricia Boomer • Andrea Schwartz Boone • Sirichon Boonprakob • Ashley Boots • Michael Borden • Thaddeus Borek • Roberta Borgonovo • Didi & Dix Boring • Steve Borkenhagen • Juan F. Borrelli, AICP • Craig Bosman • Earl G. Bossard • John Bosselman • James Bourgart • Erin Bourne • Martin Bourqui • Chanel Boutakidis • Adam Bowen • Jordan Bowen • Laramie Bowron • Nate Boxer • Christine Boyd • Kelly Boylan • Janet Braden • Geoff Bradley • William Braganza • John Branagh • Charles Brandau • Benjamin M. Brandin • Peter Brandon • John Brazil • Eryn Brennan • Nicole Michele Brennan • Ricardo Bressanutti • Paul & Claudia Bressie • Justin Brickell • Leslie R. Briggs • Jesse Bright • Suzanne Brinkley • Cheryl Brinkman • Elizabeth Brisson • Philip Brodey • Zelda Bronstein • Eustacia Brossart • Lindsay Brothers • Alexander Brown • Amanda Brown • Jennifer Brown • Robin Brown • Robbin O. Brown • Timothy Brown • Bradley Brownlow • Greta Brownlow • Jonathan Bruck • Tess Brustein • Neilson Buchanan • Tom Buckley • Jesse Budlong • Karolina Bufka • Joe Bunker • Dana Burd • Rafael Burde • Laurence Burnett • Carly Burns • Shiril Buss, Ph.D. • Cindy Bustamante • Grace Butler • Christine Butterfield • Johanna Buurman • Genevieve Cadwalader • Luisa Cafe • Fiona Cahill • Gerald K. Cahill • Christine Calabrese • Nico Calavita • I. Maria Calderon • Lindsay Calderone • Joan Caldwell • Kenneth Caldwell • Rich Caldwell • Ryan Cali • Joshua Callahan • Christopher Calott • Barbara Camacho • Rendell Camacho • Lorin Camargo • Marilyn & Bill Campbell • Catherine Campbell-Orrock • Dominic Campi • Rachel Campos de Ivanov • David Caneer • John Caner • Matthew Cantu • Melody Cao • Lillian Cape • Jorge Carbonell • Julie Cardillo • Michael Carlson • Nik Carlson • Tonya Carmien • Ana Carpenter • Atticus Carr • John J. Carrillo • Kate Carroll • Matt Carson • Camila Xavier Carvalho • Patrick Cashman • Carlos Castellanos • Matt Castillon • James Castle • Regan Catanzaro • Jeanine Cavalli • Toussaint Celestin • Patricia Centeno • Andrew Chaffer • James Chalmers • Deni Chambers • Leah Chambers • Jennifer Chan • Joshua Chan • Tammy Chan • Joseph Chance • Andrew Chandler • Andrew Chapello • Bill Chandle • Helen Chapman • Leslie Chard • Dylan Charles • Kathleen Charlesworth • Sean Charpentier • Kevin Chavous •

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Chris Iglesias

CEO

The Unity Council

Oakland Board, SPUR



What civic project or initiative brings you the most hope for the future?

Development without displacement.

If you could wave a magic wand and have one major infrastructure project completed tomorrow, what would it be?

An expanded and more efficient BART system.

If you could change one state or local level law, what would it be?

Three strikes.

You get one choice for your last meal in the Bay Area. What is it?

Just a six-pack of IPA from a local brewery and a walk on the trail from Lincoln Park Golf Course to Lands End.

What one thing truly embodies the spirit of your neighborhood?

The Fruitvale Transit Village.

Susan Leal

Principal

Urban Water Works

San Francisco Board, SPUR



What’s the first thing you do when you explore a new city?

I take transit from the airport. It gives you a chance to check out the transportation system and allows you to walk a bit and see some of the city.

If you could wave a magic wand and have one major infrastructure project completed tomorrow, what would it be?

Yikes, that’s a tough question. I love infrastructure and there’s so much we need. Despite being a water gal, I would say a second transbay tube for BART.

You get one choice for your last meal in the Bay Area. What is it?

I’m going cheat here. First course: crispy smelt from Kokkari. Main course: roast chicken from Zuni and Huarache de Huitlacoche from Nopalito. And for dessert: Fran Gage’s flourless chocolate cake made by my wife.

What one thing truly embodies the spirit of your neighborhood?

The Presidio. It’s beautiful parkland and it’s filled with great organizations, restaurants and my YMCA.

Which SPUR initiative excites you most?

The Voter Guide. The process for the ballot analysis has really developed and matured over the years to reflect the wisdom of the board. I may not always agree with the recommendations, but the process is thoughtful and the result worthwhile.

Doug Hagan • Emilie Hagen • Ben Hahn • Shannon Hake • Dale I. Hall • Joshua Halvorson • Clifford W. Ham • Perrine Hamel • Chia Hamilton • Bonnie & Earl Hamlin • Anna Han • Alex Hancock • Anthony Hand • Nathan Hanna • Tracy Hanna • Whitney Hannah • Gerard B. Hanono • Olof Hanson & John Calaway • Nathaniel Hanson • Woody Hanson • Christie Harbinski • Tara Hardesty • Lucy M. Harendza • Greg Harper • Tom Harrington • Amana Harris • David Harrison • Jordan Harrison • Tom Harry • Kevin Hart • Mac Hart • Kate Hartley • Peter Hartman • Michael Hartmeyer • Lynn Harwell • Sam Hashemi • Ray Hashimoto • Richard M. Hashimoto • Lisa Haut • Robin Havens • Joanne Hayes-White • Sophie Hayward • Helen Head • Mary Hearn • Aaron Hebert • Barbara L. Heckman • Gary Hedden • Richard & Linda Hedges • Andrew Heidel • Max Heinritz • Chris Heisterkamp • Anjee Helstrup-Alvarez • Greg Henderson, AIA • Jamie R. Henderson • Laura Henderson • Venessa Henlon • Rod Henmi • Katherine Hennes • Kathleen Hennessey • Michael Hennessey • David Henry • Richard Henry • Todd Henry • Gregory Hensley • Robert Herman • Peter Herrera • Christy Herron • Anne L. Hersch • Robert H. Hersey • Patrick Heryford • Barbara Herzog • Don Hesse • Gavin Hession • Rachel Hiatt • Kevin Hickey • Jessica Hickok • Kristy Higares • Charles Higgins • Cayce Hill • Monty Hill • Stephanie E. Hill • Gretchen Hilyard • Robert Hindman • Sheryl Hingorani • James Hinkamp • Michael Hinkley-Reck • Melissa Hippard • Liz Hirschhorn • Shayna Hirshfield-Gold • Kazuko Hishida • Ai Hiyama • Anne Ho • Tony Ho • Wendy Ho • Linda Ajello Hoagland • Harry Hobbs • Jeff Hobson • Katie Hoch • Simon Hochberg • Joan Hockaday • Henry Hodes • Chelsea Hodge • Cassandra Hoeprich • Erica Hoffman • Susan Hoffman • Ariane Hogan • Mark Hogan • Jim Hoge • Maryanne Hoirup-Bacolod • Gregory Holisko • Joshua Holle • Guy Hollins • Rachel Hollowgrass • Kelly Hollywood • Anni Holma • Ted Holman • Peter Holst • Brian Holt, AICP • John L. Holt • Heather Hood • Natasha Hooper • Marcus A. Hopper • Naomi Horowitz • Inge Horton • Lys House • Daniel Howard • Kate Howard • Richard Howard • Katherine Howe • Christopher Hrones • Alesia Hsiao • Tina (Yi Hsuan) Hu • Chris Huang • Kat Huang • Shaochen Huang • Bjorn Hubert-Wallander • Kayla Hughes • Marc Hughes • Adam Hugo-Holman • Melissa T. Hung • Donna Hurowitz • William Hurrell • Joshua Hurwitz • Huma Husain • Victor Husary • Julie Hutcheson • Ben Hutchinson • Helen Hutchison •

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What’s the first thing you do when you explore a new city?

Survey the live music venues and what acts will be performing while I’m there.

What civic project or initiative brings you the most hope for the future?

Diridon Station will have a dramatic impact on downtown San Jose. It has the potential to shift the center of gravity in Silicon Valley southward to San Jose and will significantly improve quality of life for people throughout the Bay Area.

If you could wave a magic wand and have one major infrastructure project completed tomorrow, what would it be?

BART to downtown San Jose. I have a hate-hate relationship with I-880.

If you could change one state or local level law, what would it be?

I’d reduce the ease of putting initiatives on the ballot. We need to elect politicians who can legislate and govern. I’m most comfortable when we elect smart people to make fully informed decisions.

What one thing truly embodies the spirit of your neighborhood?

I love the neon signs that have survived in San Jose. One of my favorites, on Lincoln Ave in the Willow Glen neighborhood, was repurposed a few years ago from a dry cleaner. It sits atop a great restaurant that reflects how Willow Glen and San Jose have improved over the last five years.

Doug Shoemaker

President

Mercy Housing California

San Francisco Board, SPUR



What's the first thing you do when you explore a new city?

I love taking a look at a pretty detailed map to find the older pedestrian-oriented residential neighborhoods. Bonus points if I can get lost along the way.

What civic project or initiative brings you the most hope for the future?

I am biased, but it's HOPE-SF, San Francisco's effort to rebuild the largest, most distressed public housing sites into mixed-income communities. No one else nationally is trying to do this with such an intense commitment to existing residents.

If you could change one state or local level law, what would it be?

The California Environmental Quality Act. It needs a major rethinking to enable positive action instead of its current bias towards inaction.

What one thing truly embodies the spirit of your neighborhood?

It's a tie between Cole Hardware and Grattan Elementary School. These are two places that I run into my neighbors and friends anytime I go.

Which SPUR initiative excites you most?

The Regional Strategy. It's exciting to think about the inter-connectedness of technology, housing, the environment and transportation. I have an image of The Jetsons vs. Blade Runner competing for the future of the Bay Area.

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