



# 2019 Annual Report





**What would it look like to solve the housing shortage, make transformative investments in transportation, tackle climate change and use the region's prosperity for the benefit of all?**

**SPUR brings people together to address the most pressing problems facing the cities of the San Francisco Bay Area.**



## SPUR's Agenda for Change

### Regional Planning

Concentrate growth inside existing cities.

### Community Planning

Build great neighborhoods.

### Housing

Make it affordable to live here.

### Transportation

Give people better ways to get where they need to go.

### Economic Development

Lay the foundations of economic prosperity — for everyone.

### Sustainability + Resilience

Reduce our ecological footprint and make our cities resilient.

### Good Government

Build the capacity of the public sector.

Throughout our 109-year history, SPUR's role has been to facilitate a conversation about the future of the city.

#### Our Organization Has Evolved Over Time

**1910-1940**  
San Francisco Housing Association (SFHA)

**1940-1942**  
San Francisco Housing and Planning Association (SFHPA)

**1942-1959**  
San Francisco Planning and Housing Association (SFPHA)

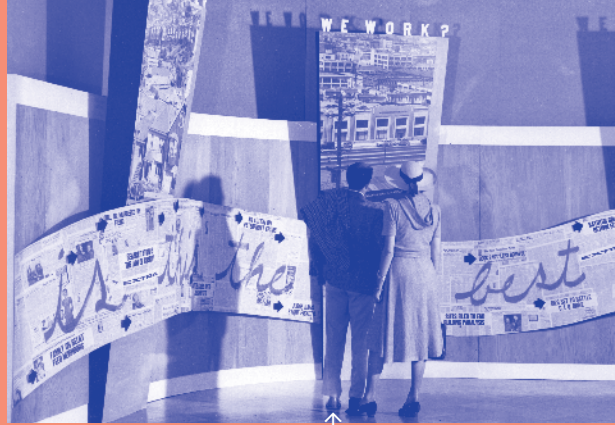
**1959-1977**  
San Francisco Planning and Urban Renewal Association (SPUR)

**1977-2012**  
San Francisco Planning and Urban Research Association (SPUR)

**2012**  
SPUR: San Francisco Bay Area Planning and Urban Research Association

Our story began in 1910, when a group of young city leaders came together to improve the quality of housing in San Francisco after the 1906 earthquake and fire. In the decades since, SPUR has been involved in virtually every major planning issue in the region.

With the opening of offices in San Jose and Oakland, SPUR has become a regional organization focused on issues facing the cities of the Bay Area. We are still leading a conversation about how to imagine a better urban future.

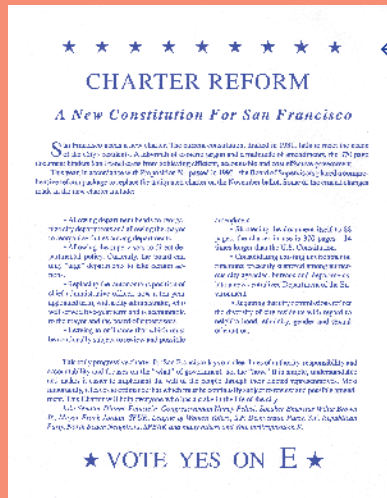


**1910**  
In the aftermath of the 1906 earthquake and fire (see image on previous page), the San Francisco Housing Association forms to fight for decent housing and sensible rebuilding.

**1950**  
*The Next Million People*, an SFPHA exhibit at the San Francisco Museum of Modern Art, explores regional growth management, an increasingly central concern for the organization.

**1965**  
As part of the movement to protect the Bay from rampant fill and shoreline development, SPUR helps create the Bay Conservation and Development Commission.

**1972**  
The Golden Gate National Recreation Area is established after years of organizing by SPUR, the Sierra Club and hundreds of volunteers. It remains one of the largest urban parks in the world.



**1996**  
San Francisco's new City Charter goes into effect following years of work by SPUR and others to draft and win public approval for a modern constitution for the city.

**2008**  
SPUR launches the Resilient City initiative, a comprehensive disaster planning effort to retrofit the buildings and infrastructure that sustain city life. Today SPUR's definition of resilience is used by cities around the world.



**2012**  
SPUR leads development of the Ocean Beach Master Plan, a comprehensive vision to address sea level rise, protect infrastructure, restore ecosystems and improve public access on San Francisco's coast.



**2015**  
SPUR opens an office in Oakland, expanding our work to the three largest cities of the Bay Area.

**2015**  
The Presidio Parkway opens, replacing seismically unsafe Doyle Drive. SPUR members proposed and advocated for the new design, which creates a grand entrance to the Golden Gate Bridge and reconnects the Presidio with Crissy Field.

1910 1920 1930 1940 1950 1960 1970 1980 1990 2000 2010 2020

**1911**  
The first report of the Housing Association leads the state to adopt its first regulations on tenement construction.

**1957**  
The California legislature approves the creation of the Bay Area Rapid Transit District (BART). The SFPHA is deeply involved with advocacy and planning.

**1973**  
San Francisco adopts its Transit First policy based on a SPUR report directing the city to add transportation capacity without adding cars.

**1985**  
San Francisco adopts the Downtown Plan, including SPUR's recommendations on shaping growth in the city's downtown core.

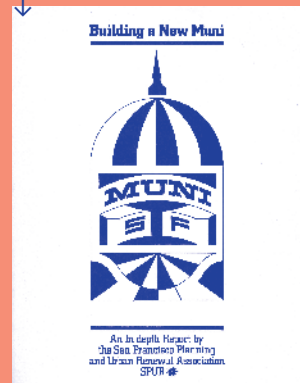
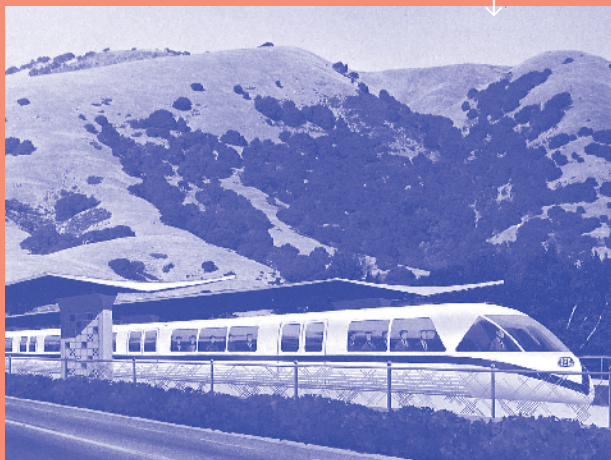
**1999**  
Based on a SPUR proposal, San Francisco launches the Better Neighborhoods Program to engage communities in guiding neighborhood change. Plans for Market and Octavia and other neighborhoods balance growth with preservation.

**2007**  
SPUR publishes a groundbreaking report on the Northern California megaregion, calling for a redefinition of regional planning.

**2013**  
SPUR embarks on a new chapter with the launch of an office in San Jose.

**2018**  
SPUR launches the Regional Strategy, a multiyear initiative to envision a more equitable and sustainable future for the Bay Area.

**2018**  
San Francisco's Transbay Transit Center first opens to bus service. When completed, the project will realize SPUR's vision to connect high-speed rail, Caltrain and bus service, linking San Francisco to the South Bay and beyond.



## Today, SPUR is starting a conversation about the Bay Area of 2070.

The San Francisco Bay Area is known as a place of progressive social values and original ideas — the home of gay marriage and the farmworkers' movement, leading tech companies and pioneering climate change policies.

But for many who live and work here, there is a gulf between who we believe ourselves to be and the region we have actually created. We face serious challenges that endanger our future: a severe housing shortage, grinding commutes and far too many people left out of the region's prosperity. Our failure to manage growth effectively is creating a mounting sense of anxiety and loss.

Meeting these challenges — and heading off those on the horizon — will require bold and coordinated action. Earlier generations invested in the region by building BART, saving the Bay and preserving our beloved open spaces.

**What might this generation do to secure a better future for the place we call home?**

### The SPUR Regional Strategy

SPUR launched a major new initiative in 2018: the SPUR Regional Strategy. Through research, analysis and broad-based dialogue, we hope to paint an aspirational picture of a better future for the Bay Area and propose actionable strategies to get there. The work is organized around four themes — Places, Transportation, Economy and Environment — and built on the

values and principles that have long guided SPUR's work, rooted in our Agenda for Change.

To kick off the project, we held public workshops in San Francisco, San Jose and Oakland, interviewed hundreds of people in communities around the Bay Area and visited cities from the North Bay to the Central Valley, engaging local leaders and community members to gain a better understanding of the region's diverse perspectives.

In the first year of the initiative, SPUR published *Four Future Scenarios for the San Francisco Bay Area*, which laid out the critical forces and uncertainties shaping the region and presented four radically divergent scenarios for its future. The most hopeful of these became the basis of the Regional Strategy vision. It envisions a future where the Bay Area's economic prosperity continues but is shared more equitably. In this future, the region embraces inclusion and commits to solving problems collectively.

For the next two years, SPUR and its partners on the Regional Strategy will continue digging into the tough questions, asking what it would take to truly make the region affordable, to decisively shift the way people get around and to face the climate crisis head on. We believe it's possible for the Bay Area to provide a model of sustainability, inclusion and opportunity and to accommodate new people and new jobs while not just protecting but improving this magnificent place.

The initiative will conclude in 2021 with the publication of the SPUR Regional Strategy.

**Our report *Four Future Scenarios for the San Francisco Bay Area* envisions a future where the region's prosperity is shared more equitably.**





San Jose's Guadalupe River Park

# Research

Identify pressing problems and develop strategies to solve them.

## A CLIMATE ADAPTATION ATLAS FOR THE BAY

SPUR and the San Francisco Estuary Institute completed *The San Francisco Bay Shoreline Adaptation Atlas*, a pioneering framework for sea level rise adaptation. The atlas divides the Bay shoreline into 30 distinct locations and provides strategies suited to the unique landscapes, watersheds and shorelines of each one. In profiling more than 20 adaptation strategies to prepare for rising seas, the atlas makes the case for nature-based solutions and their benefits over traditional flood control measures — including improved habitat, water access and recreation. Bay Area agencies, including the Bay Conservation and Development Commission and San Mateo and Marin counties, are already using the framework in sea level rise planning.

## ← RE-ENVISIONING SAN JOSE'S GUADALUPE RIVER PARK

SPUR launched an initiative to help re-envision the Guadalupe River Park, an underappreciated natural resource in downtown San Jose. To begin considering the river's potential as a central public space, we built off of previous master plans and studies, working with Hood Design Studio to host a public engagement process that identified key areas for research and analysis. We presented this preliminary work in an interactive exhibition and white paper. We will be working in partnership with the City of San Jose and the Guadalupe River Park Conservancy to identify opportunities and potential barriers and recommend design and policy ideas.

## BETTER MAPS = BETTER MOBILITY

Navigating transit in the Bay Area is complicated. Each of the region's 27 operators develops its own map, using a wide range of styles, symbols, graphics and language. In 2018, we worked with the Metropolitan Transportation Commission and transit operators to develop a regional map that for the first time brings the region's many transit offerings together in one place. Building on this work, we published *Finding Transit*, a set of recommendations that transit agencies can use to create better maps and make the Bay Area transit system easier to understand, navigate — and use.

## A BLUEPRINT FOR SAN FRANCISCO'S NEXT MAYOR

Before the June 2018 election, SPUR published *San Francisco's Next Mayor: A Blueprint for Change*, a set of policy goals for the next mayor to use in addressing the city's most pressing needs. Since taking office, Mayor London Breed and her administration have pushed forward several of SPUR's priorities. To generate more funds for affordable housing, the city will put a \$600 million housing bond on the November 2019 ballot. To reduce the time to review and approve housing proposals, Mayor Breed appointed the city's first director of housing delivery. And to scale up temporary homeless shelters immediately, the mayor set a public goal to open 1,000 temporary shelter beds by 2020.



Community members gather at SPUR's Oakland office to share their values and vision for the future of the Bay Area.

# Education

Foster public dialogue about the future of cities.

**IN 2018, WE WELCOMED MORE THAN 9,500 PEOPLE TO 220 PUBLIC EVENTS IN SAN FRANCISCO, SAN JOSE AND OAKLAND.**

## ← A COMMUNITY VISION FOR THE BAY AREA IN 2070

This year, SPUR began planning its first-ever Regional Strategy for the Bay Area, an aspirational picture of what the region could be like 50 years from now and a road map for how to get there. To help us launch the project, nearly 200 community members in San Jose, San Francisco and Oakland came together to flesh out what a better future would look like. We heard about their concerns for the region today, as well as their values and vision for charting a more hopeful direction over the next half century.

## MINDING — AND MENDING — THE TRANSPORTATION GAPS

The transit experience in the Bay Area is marked by gaps that make it challenging for riders to use the many services available: gaps in service, gaps in information, gaps between how the transit network functions today and how it could perform. At this year's Transit + Design Workshops — our fourth in San Francisco and first ever in San Jose — the sessions focused on research and design tools that transit planners and enthusiasts can use to fill in the gaps that detract from a great transit customer experience.

## CREATING TRANSIT-CENTERED CITIES

Decades from now, will the redesigned Diridon Station be a hub of activity that teems with mobility options — or a missed opportunity? To learn what makes the crucial difference, SPUR gathered national and international experts to share best practices for planning world-class transit stations and active neighborhoods around them. San Jose city officials, civic groups, planners and transit agencies came together to help develop a vision and reflect on the legacy that, decision by decision, leaders will create for Diridon.

## OAKLAND PROBLEM SOLVERS SERIES

SPUR hosted a series of convenings to bring East Bay business leaders together with the heads of public agencies to discuss Oakland's biggest challenges and help troubleshoot solutions. Questions included how BART can meet its ambitious goals for building affordable housing next to transit, how to improve Oakland's specific plan process and how AC Transit can develop its workforce of tomorrow.

## HOW WE MOVE

SPUR's exhibition *How We Move* catalogued 92 things that move us — from elephants to electric scooters to airships. Our transportation taxonomy grouped comparable modes into families, providing new ways to think about how people around the world travel from city to city, from place to place and from anywhere to home.



SPUR proposes that downtown Oakland's economic growth should provide benefits for everyone.

# Advocacy

Work with decision-makers to put new policies into practice.

## **BIG WIN: VOTERS SUPPORT REGIONAL TRANSPORTATION FUNDING**

In June, Bay Area voters passed Regional Measure 3 (RM3), which will raise funds from bridge tolls to help bring BART to Silicon Valley, connect Caltrain and high-speed rail to downtown San Francisco, expand Muni's fleet and more. The passing of RM3 will make \$4.45 billion available to invest in transportation systems across the Bay Area and help meet the region's sustainability goals. SPUR co-chaired the RM3 campaign with Silicon Valley Leadership Group and the Bay Area Council.

## **SF ADOPTS MAJOR AREA PLAN FOR CENTRAL SOMA**

Seven years in the making, the Central SoMa Plan was adopted by the San Francisco Board of Supervisors late in 2018. The plan will enable the creation of 16 million square feet of transit-oriented housing and commercial space, along with \$2 billion in benefits for the public, including affordable housing, transit improvements and open space. Given Central SoMa's key location near Caltrain, the Transbay Transit Center and the Financial District, SPUR has been calling for the creation of this plan since our 2007 report *A New Transit-First Neighborhood*.

## **← PLANNING FOR EQUITABLE GROWTH IN DOWNTOWN OAKLAND**

In our 2015 report *A Downtown for Everyone*, SPUR proposed that downtown Oakland was poised to take on a more important role in the region and that its economic growth should provide benefits to all. After many years of work, the city

released a preliminary draft of its Downtown Oakland Specific Plan. We are pleased that the plan lays out a strategy to support equity goals that will help the city center reach its potential as a true downtown for everyone.

## **A VISION FOR THE DIRIDON STATION AREA**

Over the past year, SPUR participated in the Diridon Station Area Advisory Group, helping plan the vision, design and community benefits for the redevelopment of the land surrounding San Jose's central train station, including Google's plans for an employment and residential village. A key component of this discussion was the sale of public land for the future Google development. SPUR endorsed the sale, which was approved in December, and advocated for good planning and urban design as the project moves forward.

## **SAN FRANCISCO VOTES TO RETROFIT ITS SEAWALL**

San Francisco voters passed a \$425 million bond to repair the city's hundred-year-old Embarcadero seawall and retrofit it to withstand earthquakes. The seawall supports the city's historic piers and maritime uses, protects low-lying downtown areas from flooding, and underpins utility networks including BART, Muni, ferries, and the sewer and water systems. Phase II of the project will undertake long-term climate resilience and adaptation. SPUR sits on the steering committee for the rebuilding project. We supported the bond and will continue to advocate for funding the work to come.



### **BAY AREA COMES TOGETHER ON CASA COMPACT**

SPUR was part of a diverse team of Bay Area planners, housing and tenant advocates, developers, business leaders and labor representatives that came together to develop and negotiate a package of 10 key housing policies to address the region's grave housing challenges. Proposals ranged from safeguarding tenant protections to streamlining housing approval processes. The package, the CASA Compact, was endorsed by the Metropolitan Transportation Commission and the Association of Bay Area Governments and next heads to the California legislature for implementation.

### **EXPANDING ACCESS TO HEALTHY FOOD**

SPUR's Double Up Food Bucks Program makes healthy food more affordable for low-income families. In 2018, we expanded the program from three to five grocery stores in San Jose and Gilroy. We also helped secure \$9 million and state legislation to make Double Up and other programs like it scale more easily across California. With renewed support from the U.S. Department of Agriculture, SPUR plans to expand the program further in the coming three years.

### **OAKLAND REQUIRES SEISMIC RETROFITS FOR VULNERABLE APARTMENTS**

One of SPUR's key recommendations for earthquake resilience is the seismic upgrade of "soft story" apartment buildings, those with multiple ground-floor openings like garage doors.

In the event of a major earthquake on the Hayward Fault, soft-story buildings are expected to represent two-thirds of the housing losses in Oakland. In December, the Oakland City Council adopted a new law requiring landlords to retrofit soft-story apartment buildings built before the 1991 building code update.

### **BART LAUNCHES STUDY OF A SECOND BAY CROSSING**

Since the BART Transbay Tube opened in 1974, the Bay Area has grown from 4.3 million to 7.6 million people, yet we have added no new capacity through the tube or on the Bay Bridge. As a result, it's getting more and more difficult to make trips across the Bay. SPUR's white paper *Designing the Bay Area's Second Transbay Rail Crossing* called for the region to fund and initiate a planning and design process for a second crossing. In 2016 we urged voters to support a BART bond to fund this work. Late last year, BART, in partnership with Capital Corridor, initiated a feasibility study to identify trade-offs and options for a second crossing.

### **SF ELIMINATES MINIMUM → PARKING REQUIREMENTS**

This year, San Francisco became the first major city to eliminate minimum parking requirements for new development, reducing the cost of producing housing and enabling more efficient use of land by replacing spaces for cars with spaces for people. SPUR has called for this reform many times over the years in policy reports and in our *Agenda for Change*.

**388 Fulton, on  
the right, is one  
of San Francisco's  
first market-rate  
residential buildings**

**designed with no  
parking spots, making  
units more affordable  
and freeing up space  
for other uses.**



## Financials

### Fiscal Year 2018–2019

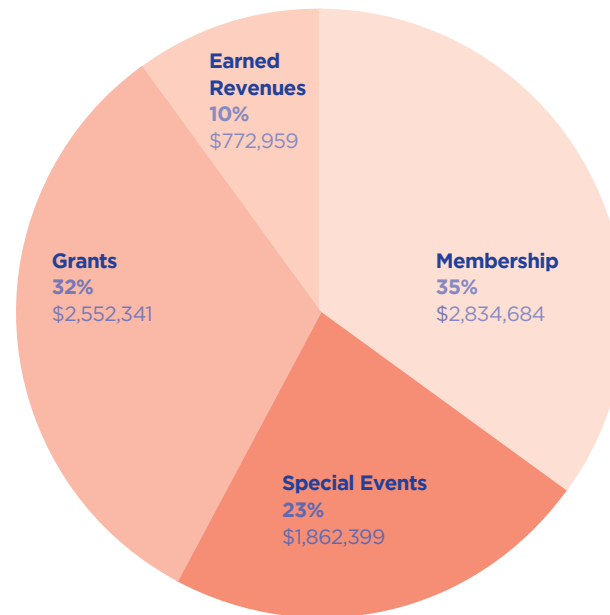
#### Statement of Financial Position

As of March 31, 2019

Assets	
Current Assets	\$6,567,969
Long Term Assets	\$11,879,727
<b>TOTAL ASSETS</b>	<b>\$18,447,696</b>
<b>Liabilities</b>	<b>\$3,135,436</b>
<b>NET ASSETS</b>	<b>\$15,312,260</b>

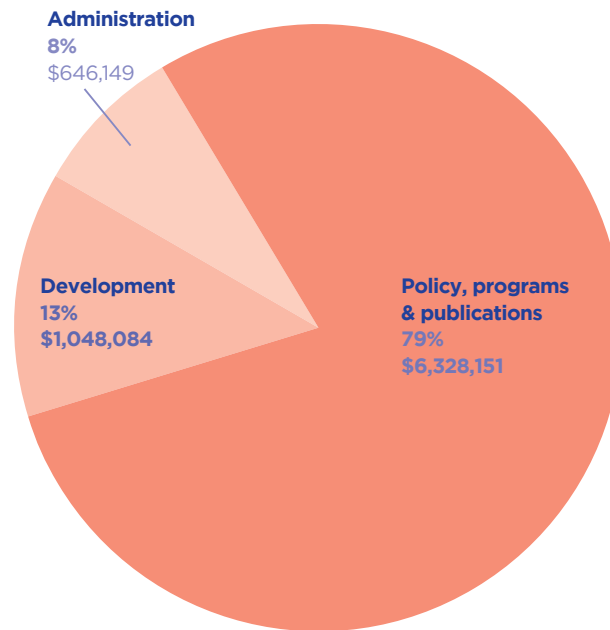
#### Income

**\$8,022,384**  
total



#### Expenses

**\$8,022,384**  
total



## President's Letter

### The Power and Promise of Cities



At SPUR, we believe in the power and promise of cities.

Cities have the power to create and model solutions to social challenges — from sea level rise to homelessness. And cities offer the promise of opportunity and belonging for all.

But delivering on this potential is not inevitable. As more and more people seek to live in the Bay Area, our collective choices will determine whether we grow in ways that are socially inclusive and environmentally conscious, whether we serve as a place of opportunity and refuge for immigrants, whether we sustain our economic dynamism and expand prosperity's reach.

At their best, cities are dynamic social spaces as well as physical places, offering both incidental and purposeful exposure to difference, freedom for self-expression, space to build our lives and follow our dreams. Cities also require us to participate in a social contract, to acknowledge that our individual wellbeing and our collective wellbeing are mutually dependent.

At SPUR, we work across the political spectrum to ensure that our collective stewardship of the region is thoughtful. We seek to strengthen the Bay Area's social contract so that growth supports our aspirations for a sustainable, inclusive, prosperous region. We could not do this work without the support of our members, and to each of you we are deeply grateful. Thank you for your partnership. Together, we can deliver on both the power and the promise of our cities.

Sincerely,

**Alicia John-Baptiste**  
President and CEO

## SPUR Annual Contributors

SPUR gratefully acknowledges the generous contributions made by the following organizations and individuals in 2018.

### Special Thanks to Our Regional Strategy Donors

Chan Zuckerberg Initiative  
 Clarence E. Heller Charitable Foundation  
 Curtis Infrastructure Initiative  
 Dignity Health  
 Facebook  
 Genentech  
 The John S. and James L. Knight Foundation  
 Marin Community Foundation  
 George Miller  
 Sage Foundation  
 Silicon Valley Community Foundation  
 Stanford University  
 Additional funding provided by AECOM, Fund for the Environment and Urban Life, Hellman Foundation, Microsoft and the Seed Fund.

### Foundations & Grant Support

11th Hour Project  
 Applied Materials Foundation  
 California Health Care Foundation  
 Clif Bar Family Foundation  
 The David and Lucile Packard Foundation  
 East Bay Community Foundation  
 Evelyn and Walter Haas, Jr. Fund  
 FIRST 5 Santa Clara County  
 Gaia Fund  
 Good Ventures  
 The Health Trust  
 Hellman Foundation  
 The Herbst Foundation  
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 Silicon Valley Community Foundation  
 Stupski Foundation  
 Sunlight Giving Foundation  
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 TomKat Foundation  
 U.S. Department of Agriculture Food Insecurity Nutrition Incentive Grant Program  
 Walter and Elise Haas Fund  
 Yerba Buena Community Benefit District

### Legacy Society

Individuals who have included SPUR in their estate planning.

Michael Alexander & Dianna Waggoner  
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 Alvin H. Baum  
 Annette L. Billingsley & Terry Bergmann  
 Jim Chappell  
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 Toby & Jerry Levine  
 Robert Steinberg & Alice Erber  
 Stephen & Sarah Taber  
 Lydia Tan  
 Peter Tannen & David Strachan  
 Brooks Walker III

\*Deceased.

## BOARD PROFILE



**Tyra Fennell**  
 Founding Director  
 Imprint City  
 San Francisco Board, SPUR

**What one thing best represents your neighborhood?**  
 The Hunters Point gantry crane, which has lived in Bayview-Hunters Point in San Francisco since 1947 and is known as the mightiest crane in the world.

**What SPUR initiative are you most passionate about?**  
 I love participating in discussions with the SPUR staff and board about land use, transportation and how to grow San Francisco in a responsible way by thinking about both local and regional solutions.

**If you could magically pass one state or local law, what would it be?**  
 Legal aid is the least-funded and most cost-effective way to address poverty in America. I would fully support free, universal legal access in civil cases.

**What civic initiative gives you hope for the future?**  
 As a new employer and someone who is self-employed, I am excited about the Medicare for All movement, which would simplify paying for health care and lower the total cost.

**What is the most important thing we should teach the civic leaders of tomorrow?**  
 Patronize, visit and meet residents from the neighborhoods you serve and care about. Economic empowerment of these communities is paramount to their success, and engaging with their residents builds better empathy and understanding.

## President's Circle

Alvin H. Baum

Linda Jo Fitz

David A. Friedman &  
Paulette J. Meyer

Nicholas Josefowitz

Dan & Jackie Safier

Stephen Silberstein

V. Fei Tsen & Wayne Lew

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Dennis Hopkins

James C. Hormel & Michael P.  
Nguyen

Laurie A. Johnson, AICP

Burton Kendall & Sally Towse

David & Barbara Kimport

Michael H. Kossman

\*Deceased.

David H. Kremer

Sharky Laguana

William Laney & Pasha Thornton

Barbara Lawrence

Robert Lawrence

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Robert Wilkins

Jennifer Wolch

Anthony Wu

Jacqueline L. Young

Suelyn Yu

Madeleine Zayas

Ben Zotto

## Planners

Richard Bender

Mark & Susie Tompkins Buell

Marya D'Abate

Jamie D'Alessandro

Marsha Gale

Jeffrey Grafton

Evan Gross

Michael Gross

Craig Heckman

Joshua Karlin-Resnick

Laurence Kornfield

Susan Leal

Scott Lefaver

Ross Levy

James R. Lightbody

John & Monica Marcone

Rebecca Möller

Bob Nuñez

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Shannon Peloquin

Regina Phelps

Dom Price

Kevin Pursglove

Jose Tony Rodriguez

Toby Rosenblatt

Lynn & Paul Sedway

Rich Shrieve

Dan Slaughter

Kyle Smith

Kelly Snider

Geraldine Steinberg

Erik Strahm

Robert R. Tufts

Melissa Weese

Kate White

Steven Winkel

David Woltering

Roger Wu

Paul M. Wythes, Jr.

## BOARD PROFILE



### Lydia Tan

Managing Director, Real Estate

Oakland Athletics

Vice Chair, San Jose Board, SPUR

#### What one thing best represents your neighborhood?

My husband and I have the unique opportunity to live on campus at Stanford University, in an undergraduate dorm. The space that best represents our "neighborhood" is the dining hall. The combination of students around the table is always different, as is the dinner-time conversation, ranging from silly to compelling.

#### What's your favorite way to get to know a new city?

I love staying in a neighborhood for an extended period of time, renting an apartment, using public transportation, hitting the local markets and restaurants. I get at least a small sense of the rhythm of the city from a resident's point of view.

#### If you could magically pass one state or local law, what would it be?

Revamp the state's tax system to make housing as financially compelling as commercial development — or even more so.

#### What civic initiative gives you hope for the future?

Local citizens starting to organize in favor of housing, density and other smart-growth issues.

#### What is the most important thing we should teach the civic leaders of tomorrow?

It is essential for civic leaders to think beyond their time in office when considering policies. Our leaders must think in terms of generational impact as they make decisions.

### Urban Infrastructure Council

AECOM  
 Aedis Architects  
 ARCADIS  
 Arup  
 BKF Engineers  
 Brown and Caldwell  
 Cahill Contractors  
 Gensler  
 Hathaway Dinwiddie Construction Company  
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 Jacobs  
 Kimley-Horn  
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### BOARD PROFILE



**Don Falk**  
 Chief Executive Officer  
 Tenderloin Neighborhood  
 Development Corporation  
 San Francisco Board, SPUR

**What one thing best represents your neighborhood?**  
 The Tenderloin has perhaps the world's largest collection of historic single-room occupancy units, providing affordable housing to people who are the heart and soul of San Francisco. This preservation arises out of the political activism of residents. They reflect the Tenderloin's long history of tolerance and its role as a point of entry for immigrants and a home for people society has marginalized.

**What's your favorite way to get to know a new city?**  
 Riding public transportation, which goes hand in hand with walking. The combination of covering ground, moving, observing and interacting with residents is the antithesis of seeing cities through glass.

**What civic initiative gives you hope for the future?**  
 San Francisco's Proposition C to fund homeless services, combined with the Department of Homelessness and Supportive Housing's Strategic Framework. Ongoing funding for smart, data-based strategies will result in a more efficient use of resources and make a material difference in the number of unhoused people we see suffering the indignities and harms of homelessness.

**What is the most important thing we should teach the civic leaders of tomorrow?**  
 That the true nature of leadership lies in disarming our hearts, embracing vulnerability and taking risks while being scared — that is, demonstrating courage.

## BOARD PROFILE



**Elñora T. Webb, Ph.D.**  
**Chief Executive Officer and President**  
**Signature Solutions, Corporate Results**  
**Oakland Board, SPUR**

### What one thing best represents your neighborhood?

Lake Merritt, the tidal lagoon that welcomes residents and visitors from throughout the United States and beyond. It's known as a safe haven for wildlife, and the park around the lake houses an amusement park, an interpretive center, a boating center and special locations for meeting, dining and socializing.

### What SPUR initiative are you most passionate about?

Developing policies to ensure everyone is housed and supporting the City of Oakland in its efforts toward remarkable redevelopment plans so that future generations experience many centers of excellence throughout Oakland and are proud to be Oakland residents.

### What civic project or initiative gives you hope for the future?

The CASA Compact is an important initial step toward housing the Bay Area.

### What is the most important thing we should teach the civic leaders of tomorrow?

How to structure and sustain a great society that honors all people and provides a basic level of support — housing, education and income — to all people while embedding altruistic (societal) responsibilities as a precondition.

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## BOARD PROFILE



**Jean-Marie White**  
**Director of Engineering**  
**Netflix**  
**San Jose Board, SPUR**

### What one thing best represents your neighborhood?

Naglee Park has a lively community that organizes activities year-round, including artist open studios, a Fourth of July parade and potluck, historical home tours and socials at the San Jose Women's Club. The sense of community is unique.

### What's your favorite way to get to know a new city?

Walking. One day in Tokyo, we walked 16 miles. We got to see houses, buildings and restaurants beyond the tourist spots and got a small sense of how people live.

### If you could magically pass one state or local law, what would it be?

An acute shortage of housing has dramatically skewed the demographics of the Bay Area and continues to cause severe financial harm to our local economy. I would pass a law that would streamline the ability for developers to build high-density housing along transit corridors.

### What civic project or initiative gives you hope for the future?

SPUR's effort to develop a Regional Strategy for the Bay Area is critical in setting a vision for how to align disparate government efforts to improve transit infrastructure and housing.

## BOARD PROFILE



**Lewis Knight**  
Forward Development Manager  
Facebook  
Oakland Board, SPUR

### What's your favorite way to get to know a new city?

I have a four-step plan: Stay long, walk far, listen hard and draw often.

### What SPUR initiative are you most passionate about?

SPUR's Regional Strategy. The Bay Area has always been a place of invention and hopeful vision, and we must continue those traits as part of our collective DNA.

### What civic project or initiative gives you hope for the future?

Working with SPUR and others to focus on housing across the income spectrum rather than seeing it as a zero-sum game. Everyone in our community benefits from producing, preserving and protecting more supportive, affordable, workforce and market-rate housing.

### What is the most important thing we should teach the civic leaders of tomorrow?

To be unafraid of experimentation and seek solutions to vexing problems.

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## BOARD PROFILE



**Jaye Bailey**  
Vice President for Organizational Development and Strategic Initiatives  
San Jose State University  
Chair, San Jose Board, SPUR

### What one thing best represents your neighborhood?

In Japantown, people are always out and about on the streets. There are special events, favorite restaurants and a very active Buddhist church.

### What SPUR initiative are you most passionate about?

If I had to pick one, I'd say transportation. Working at a large public university has really added to my sense that moving people effectively in and out and around our cities is absolutely key to an inclusive, robust urban center.

### What civic project or initiative gives you hope for the future?

The redevelopment of Diridon Station and the area around it will be transformational. SPUR's work on this initiative will be invaluable to the smart growth of the city.

### What is the most important thing we should teach the civic leaders of tomorrow?

We have 35,000 young people at San Jose State University. They are the future leaders! The most important concept we can ask them to embrace is that smart, informed, civil discourse on any topic leads to solutions. Great leaders listen and learn and then fearlessly advocate for their position. There is room — and great strength — in our democracy for differing voices. Use the power of your informed voice and, of course, show up!

## BOARD PROFILE



### Manan Shah

Principal  
Gensler

Oakland Board, SPUR

#### What is one thing that best represents your neighborhood?

I live in Oakland, and I love Lake Temescal. It's a beautiful outdoor park, a great place for families, and it's nestled right in the middle of a bustling neighborhood.

#### What's your favorite way to get to know a new city?

I just follow my wife around. She's a travel aficionado. At times, we've been lucky enough to find a way to work with local craftspeople to make something — cuisine, art or jewelry — that's unique to a place.

#### What SPUR initiative are you most passionate about?

I think the Regional Strategy is critical. The Bay Area is suffering from a lack of regional cooperation, and I am hoping SPUR can develop a vision that is a catalyst for action.

#### If you could magically pass one state or local law, what would it be?

I would reform CEQA to better achieve its original goal of environmental protections. Currently it's a legal tool being used by those wanting to stop development. Ultimately it's a major reason why developing in California is unnecessarily expensive and challenging.

#### What is the most important thing we should teach the civic leaders of tomorrow?

Be bold and provide vision. You can't make everyone happy, and your re-election isn't the most important issue.

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