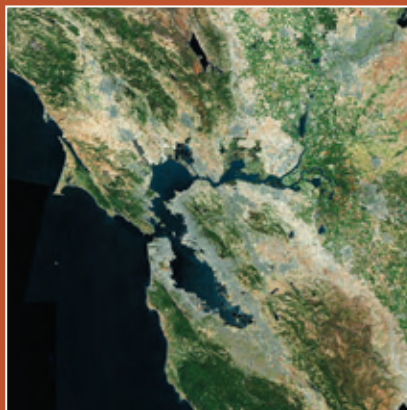


What it means to live here





San Francisco was once the biggest city in the region; today it makes up less than 12 percent of the Bay Area's population. The city's dense, walkable neighborhoods provide a model of urbanism for the rest of the region as it grows.

7 million people live in the San Francisco Bay Area. By 2040, the region will grow to 9 million.

Our economy, our environment and our quality of life depend on where this new growth goes and what form it takes.



Mount Diablo and the hills of the East Bay. Growth management measures have protected more than 2 million acres of natural and agricultural land in the Bay Area.

The natural environment is a defining feature of life here. To keep our open spaces undeveloped, we must concentrate growth within existing cities.



The new Transbay Transit Center in downtown San Francisco will create a regional hub for employment and a new residential neighborhood at the center of the city. SPUR advocated for the project for many years.

San Jose City Hall, designed by Richard Meier, is a symbol of the city's ambitions. The San Jose 2040 General Plan directs new development into walkable, transit-oriented "urban villages," a national model for how to retrofit suburban neighborhoods.



Real change happens at the local level. It is city leaders, not regional governments, who handle the big planning decisions that determine how the Bay Area will grow. We must think regionally but act locally.



San Francisco Mayor Ed Lee speaking at the 2011 Silver SPUR Awards luncheon. SPUR works closely with elected officials to improve our systems of governance.



BART is one of 27 separate transit operators in the Bay Area. SPUR works closely with the Metropolitan Transportation Commission and the larger operators to improve these systems and make sure they will remain financially viable in the future.

We made a visionary investment in transit after World War II, when the rest of the country focused on the automobile. Yet in the 50 years since, we have not kept pace. The time has come for a new vision and new investment.



SPUR brings people together to roll up their sleeves and solve problems. Our series of workshops on Stockton Street explored improvements to one of San Francisco's key transportation corridors.

The Port of Oakland pioneered container shipping in the early 1960s and intermodal shipping in the 1980s. Investments like these helped make the Bay Area a principal player in the global economy.



This is a place of unparalleled opportunity. But to compete with other regions around the world, we must strengthen the foundations of our economy: quality education, up-to-date infrastructure and a public process that supports progress rather than hindering it.



SPUR's research includes lessons from cities around the world. Last year, our study trip to Shanghai examined China's regional approach to economic development.



The bay at night, from the Berkeley Hills. SPUR honors the region's rich history by working to ensure its future.

We benefit from the foresight of previous generations. They built our cities, invested in our transit systems, protected our open spaces and developed our economy. SPUR works to live up to this legacy, to make decisions that will lay the foundation of a better region for generations to come.



Through events and exhibitions at the SPUR Urban Center, we educate Bay Area residents and involve them in the processes that shape our region.

Our Regional Plan

The Launch of SPUR San Jose

Though founded as a San Francisco civic group, SPUR has always worked on issues that matter to the greater Bay Area region.

We assisted in the planning of BART, helped form the San Francisco Bay Conservation and Development Commission and were instrumental in establishing the Golden Gate National Recreation Area. Today SPUR promotes compact growth patterns and transit-oriented investments at the regional level. Our work on sea level rise, water supply and food systems is inherently regional.

As our regional focus grows, we have asked ourselves how we might work in other Bay Area cities to support an urbanist agenda. In 2011, we came to a major decision: to open a SPUR office in San Jose and lay the groundwork for doing so in Oakland in the future. This decision reflects our perspective on how our century-old organization can become even more effective in the next 100 years.

Our thinking behind this major step is as follows:

1. San Francisco contains a declining share of the region's population.

San Francisco represents less than 12 percent of the Bay Area population, a gradual decline over recent decades.

The same holds true for jobs. Most of the growth in the Bay Area is happening in other parts of the region. Many of the major opportunities to promote the planning values SPUR cares about will take place outside San Francisco.

2. Most regional decisions are actually made by local governments.

Regional agencies have very limited purview and almost no authority regarding land use. The big region-shaping decisions — in particular the decisions about where and how to grow — are made by local governments. In order to influence the evolving shape

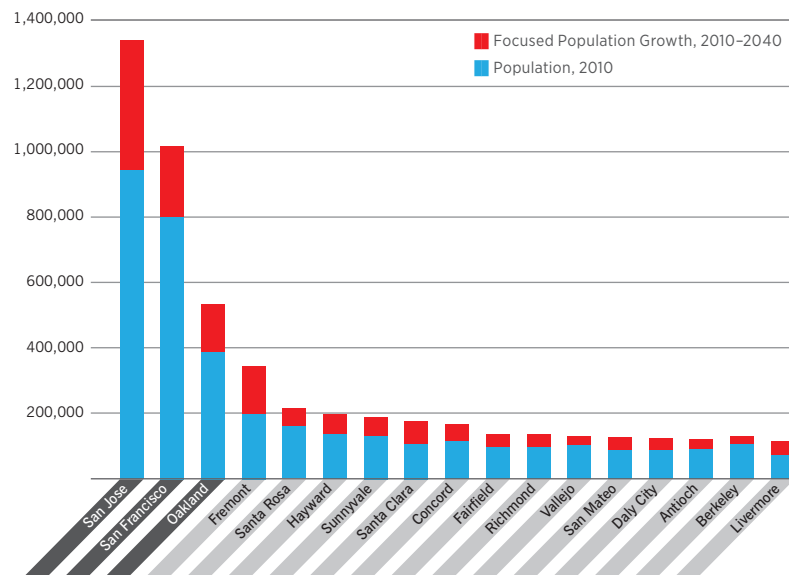
of the region, we need the capacity to impact the decisions of its central cities.

3. SPUR's core competency lies in urban policy. We know how to work at the city level.

After 100 years working in San Francisco, we understand the complexities of neighborhood planning, political coalitions, public agency structure and policy issues from budgeting to transit planning. But we think about the regional context for every local decision. The way high-speed rail trains make their way through neighborhoods in San Jose and San Francisco is both a local issue and

Three Cities Lead the Bay Area in Population and Growth

San Jose, San Francisco and Oakland are expected to accommodate a combined 2 million new residents by 2040.



Source: Sustainable Communities Strategy "Focused Growth" scenario, Association of Bay Area Governments



a statewide one, and we approach it as such. Our niche is urban policy with a regional perspective.

4. The most important locations for forward-thinking urban policy are the region's three largest cities — San Francisco, Oakland and San Jose.

San Jose, San Francisco and Oakland represent 30 percent of the region's current population and 34 percent of its current jobs. With the right investments, they could represent a growing share of the region's population and jobs by 2040. These three cities are much larger than all the other cities in the Bay Area. They have well-developed infrastructure and the greatest capacity to accept growth. They have enough variety and scale for policy experimentation and enough similarities to share lessons learned.

Based on these observations, we conclude that SPUR would be most effective by remaining an urban civic group but expanding our focus to work with San Jose and Oakland. In short, we have arrived at a central city approach to regionalism. Getting these three cities to speak together with a strong voice will strengthen the Bay Area and reinforce a region that is urban, dense, walkable, transit-connected and economically competitive.

Beginning in San Jose

We believe both Oakland and San Jose would benefit from an urban civic organization like SPUR, but we are starting in San Jose thanks to a unique set of circumstances and opportunities. In 2010, SPUR took a study trip to San Jose, where we met with the City of San Jose and the nonprofit 1stACT Silicon Valley, a San Jose-based civic organization with widespread local partnerships. From the strength of the relationships forged on that trip, 1stACT Silicon Valley and SPUR began discussing the possibility of working together in the South Bay.

After many discussions between the boards of 1stACT and SPUR, we committed to a strategic partnership based on our organizations' shared beliefs in:

- The importance of good urban planning, design and place-making;
- The need to invest in the public realm;
- The significance of compact, environmentally sustainable neighborhoods;
- The value of collaboration across the region's central cities; and
- The benefits of nurturing an active, well-informed citizenry.

Our goal is to effect positive change in a way that is guided and embraced by San Jose's unique culture and outlook.

SPUR San Jose's New Director

Leah Toeniskoetter joins SPUR as the director of our San Jose office.



Special thanks to the founding funders of our work in San Jose:

1stACT Silicon Valley
Cisco Systems, Inc
The City of San Jose
Clarence E. Heller Charitable Foundation
David and Lucile Packard Foundation
John S. and James L. Knight Foundation
Morgan Family Foundation
Pacific Gas and Electric Company
Wallace Alexander Gerbode Foundation
William and Flora Hewlett Foundation

Community Planning

Our goal: Allow Bay Area cities to grow and change while retaining and enhancing the qualities that make them great.

www.spur.org/community_planning

www.spur.org/central-corridor-study

www.spur.org/after-redevelopment

www.spur.org/mid-market

Four Plans for the Future of San Francisco

San Francisco has completed an enormous amount of planning work in the last several years. The next big rezoning efforts will take place downtown and along the waterfront. The Transit Center District Plan (1) focuses growth around the future terminus of high-speed rail and Caltrain, while the Central Corridor Plan (2) proposes job-generating uses around the Central Subway. Two major port-owned sites are also undergoing planning. Sea Wall Lot 337 (3) is proposed as a mixed-use hub, while plans for Pier 70 (4) are still in the works.



The Central Corridor Plan

In 2011, San Francisco initiated the Central Corridor Plan to determine future land uses around the new Central Subway where it will pass through the South of Market neighborhood. This is a key area for future growth: Already rich with regional transit (Caltrain to the south, BART to the north), the central corridor will host the new subway connecting the Bayview neighborhood with Union Square, Chinatown and North Beach. SPUR explored the potential of the

Caltrain rail yards at Fourth and King in our 2007 paper *A New Transit-First Neighborhood*. We followed this with our 2009 paper *The Future of Downtown San Francisco*, a more in-depth look at the central corridor as the best place to locate new jobs. The Central Corridor Plan provides us with an opportunity to think comprehensively about public space, historic preservation, urban design and transportation, in addition to the “big move” of putting new growth in a transit-rich location.

Our Big Loss: The End of Redevelopment

In 2011, the California Legislature and the California Supreme Court shuttered all 400 of the state’s local redevelopment agencies. Despite its checkered past, in recent years redevelopment served as the major source of funding for affordable housing and the financing tool we used to undertake projects such as Mission Bay. It was a critical tool for city building, because it allowed for taxing mechanisms to fund major



infrastructure improvements such as parks, roads, sewers and transit. While redevelopment was not perfect and was sorely in need of reform, it solved an important collective action problem for many cities in California: It got multiple property owners in a blighted area to simultaneously invest and benefit from each other's investments. Without redevelopment, these areas will be much harder, perhaps impossible, to rebuild. SPUR spent 2011 working with various coalitions to reform, rather than eliminate, redevelopment. Now we are looking for ways to replace the important services that redevelopment once provided. We're looking forward to figuring out the next chapter, informed by what worked, and what didn't, during the previous one.

Seeking a Better Market Street

This was an important year for San Francisco's Mid-Market Street area. The city developed a Central Market Economic Strategy, which calls for creating an arts district, improving public safety, reducing vacancies, encouraging development and improving the public realm. And, for the first time in years, the city passed a payroll tax exemption for companies locating in Mid-Market in order to bring major employers to the area. Meanwhile city departments — including the Planning Department, the Department of Public Works and the Municipal Transportation Agency — began work on Market Street itself as part of the Better Market Street plan. SPUR has been very involved in supporting these efforts through targeted advocacy. In 2011 we also partnered with the Studio for Urban Projects on an exhibition, *Reclaim Market Street*, which encouraged visitors to radically rethink Market Street and provided examples of the building blocks of a great street.



Balancing Preservation and Growth

Historic preservation is essential for maintaining the urban fabric that people love. But while we preserve our past, we must also make sure that we encourage positive change by building housing and jobs near transit, improving the walkability of our neighborhoods and renovating our open spaces. SPUR works hard to serve as a balancing voice that believes in both preservation and the need for new growth. In 2011, we worked on implementing Proposition J, which created a Historic Preservation Commission in San Francisco. We also began an effort with our partners at San Francisco Architectural Heritage to develop a joint approach to guide future preservation work in San Francisco.



Disaster Planning

Our goal: Make our cities truly resilient by taking steps now to help them remain safe and usable after a major earthquake.

www.spur.org/disaster_planning

www.spur.org/safe-enough

www.spur.org/lifelines

www.spur.org/esip



Making San Francisco's Homes Earthquake Safe

When a major earthquake strikes, much of San Francisco's housing will be too damaged to live in while it's being repaired. This puts the city at risk of losing its most important asset: its people. How much of the city's housing could, in its current condition, provide shelter after an earthquake? What steps can city government, building

owners and residents take now to ensure that homes will be safe to occupy? This year we completed a major policy report to answer these questions. *Safe Enough to Stay* defined what the city needs to do to enable residents to live in their homes in the months after a large earthquake. The accompanying exhibition showed visitors exactly

what a residential unit that is "safe enough" might look like and illustrated the services that neighborhood support centers will need to provide in order for people to stay in their homes. SPUR's Resilient City initiative remains a key focus of our work.



Securing Our Lifelines

Based on a recommendation from SPUR's Resilient City initiative, in 2009 the San Francisco city administrator created the Lifelines Council to develop and improve collaboration among utility providers following a major disaster. In 2011, the Lifelines Council began work on an interdependency study to better understand how recovery of one lifeline, such as communications, might be hampered by the failure of another lifeline, such as electricity. Since lifelines — including water, power, transportation and communications — depend on each other in order to function, it is critical to identify and address potential vulnerabilities so that San Francisco and the region will be able to recover rapidly. We look forward to helping support this important work in 2012.

Strengthening Seismic Standards

In 2011, the City of San Francisco released the Earthquake Safety Implementation Program (ESIP), a 30-year plan to update building codes, retrofit privately owned buildings and prepare for postdisaster recovery, all with the goal of making San Francisco as safe as it can be before the next earthquake hits. The ESIP draws on the work of the Community Action Plan for Seismic Safety (CAPSS), which provided recommendations to improve San Francisco's privately owned buildings. One of the key recommendations of both is to create a mandatory retrofit program for larger, multifamily "soft story" buildings. These buildings have multiple ground-floor openings such as garages or storefront windows, which can make them vulnerable. SPUR has endorsed both the CAPSS recommendations and the ESIP and is now working to pass a mandatory retrofit program.

Learning from Disasters in Other Places

2011 was a year of major earthquakes. The magnitude 9.0 Tōhoku earthquake and tsunami roiled Japan, leading to nearly 16,000 deaths and a series of nuclear meltdowns. In New Zealand, a February 2011 earthquake (magnitude 6.3) caused major damage in Christchurch, just months after a previous earthquake rattled the region. These events followed the massive magnitude 8.8 earthquake off the coast of Chile and the magnitude 7.0 Haiti earthquake, both in 2010. While all of these disasters have had enormous costs, economically and socially, they are also opportunities for the Bay Area to learn important lessons about how to become more resilient. In 2011, SPUR board members traveled around the world to study the ramifications of these major earthquakes and bring those lessons home.



SPURREPORT
01/2012

Safe Enough to Stay



What will it take for San Franciscans to live safely in their homes after an earthquake? A significant amount of housing may be too damaged to live in while it's being repaired. Residents may leave. And that will put the city's recovery at risk. Here's how to prevent San Francisco from losing its most important asset: its people.

Economic Development

Our goal: Build the foundations of a prosperous, equitable, growing job base.

www.spur.org/economic_development

www.spur.org/urbanwork

www.spur.org/payroll-tax

www.spur.org/economic-outlook-2012



Greater Density, Stronger Economy

Even as companies filled vacant office spaces in San Francisco's South of Market neighborhood in 2011, long-term data still showed that the Bay Area's urban centers were losing jobs to less densely developed parts of the region. SPUR's policy report *The Urban Future of Work* explored the paradox of urban growth and continued decentralization and

proposed a set of policy and planning remedies. We argued that increasing job density near transit provides many benefits — not just for the environment but also for the economy. Greater density puts workers and companies in closer proximity, which can increase productivity, idea sharing and innovation. We also argued that local governments often limit

the region's economic growth through zoning restrictions and parking requirements. Through a series of charrettes, workshops and interviews, SPUR developed 20 recommendations for how the Bay Area can strengthen economic competitiveness through increasing employment density and locating jobs around existing transit stations.



Annual Economic Outlook Briefing

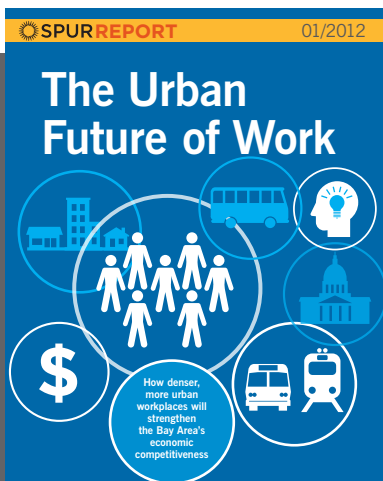
In cooperation with the San Francisco Controller's Office, SPUR hosted the Annual Economic Outlook Briefing. The briefing brings together experts to discuss economic trends that affect the city budget. This year's briefing featured significantly more optimism than in recent years: Property tax revenues are stabilizing, sales tax revenues have improved significantly and both hotel occupancy and hotel taxes are trending upward. Many signs are pointing to a nascent boom. SPUR hopes to see job growth follow suit in 2012.

Early Signs of a Boom

In the depths of the recession, San Francisco real estate broker Daniel Cressman identified a coming boom in social media employment during a talk he gave at SPUR. He surprised listeners at the time, but since then we've seen a huge growth in technology employment all over the region as Silicon Valley booms. By the end of 2011, it became clear that the region had switched from grappling with the pressures of recession to grappling with the opposite problems of economic growth: rising rents and a scarcity of space. SPUR has worked throughout the year to convene business leaders and policymakers to focus on strengthening the fundamentals of our economy — and to look for ways to make sure that the benefits of growth are shared as widely as possible.

Fixing San Francisco's Business Tax

As the economy coughed and sputtered its way to recovery in 2011, cities across the country worked to crack the code for job creation, and San Francisco was no exception. Mayor Ed Lee and the Board of Supervisors passed two critical pieces of legislation that enable companies to stay in the city as they grow. A seven-year payroll tax exemption for stock compensation helped to retain companies such as Salesforce, Zynga and others. And a payroll tax exemption for companies that locate in the Mid-Market neighborhood created new energy and activity in a long-stagnant corridor of the city, with companies such as Twitter, Zendesk and CallSocket moving in and Shorenstein Co. rehabilitating the long-vacant SF Mart building. SPUR has long advocated for business tax reform, and we hope to see a permanent solution in the near future.



Good Government

Our goal: Promote an effective, well-managed public sector and nurture a climate of civic engagement.

www.spur.org/good_government

www.spur.org/recpark

www.spur.org/november-2011-voter-guide



A Funding Plan for San Francisco Parks

San Francisco's parks have led a precarious existence in recent years, caught in the crossfire between local politics and economic uncertainty. With nearly 25 percent of annual funding diverted to other departments in the last five years, labor costs increasing more than 34 percent and the loss of 150 staff

positions, the Recreation and Parks Department is in jeopardy. The department has restructured operations to conserve funds and redoubled efforts to sustain important community programs — but these steps alone are not enough to fill the gap. In a major 2011 policy report, *Seeking Green*, SPUR analyzed the systematic

decline in funding for the city's parks and identified 11 strategies to stabilize the department's revenues and create a sustainable funding model through a combination of public finance, philanthropy and earned revenue. The report helped to structure a ballot measure to stabilize parks operations, which will appear on the ballot in 2013.



Good Government Awards

SPUR's annual event recognized the exemplary achievements of City of San Francisco employees and teams: Harlan L. Kelly, Jr. of the Public Utilities Commission, Jocelyn Quintos of the Department of Public Works, Steven Castile of the Recreation and Parks Department, the SFPark Pilot Program team and the Municipal Tax Automation team. It was also our distinct pleasure to honor the lifetime achievements of San Francisco Public Utilities Commission General Manager Ed Harrington, who will retire after more than 28 years of public service in the summer of 2012.

Solving the Pension Crisis

In 2011 San Francisco achieved some consensus around the city's ballooning pension costs with the passage of Proposition C — and became the first major city in the country to negotiate a solution to this growing problem. The measure's success relied in part on its development through a consensus-based process between city staff and the business, labor and nonprofit communities. While Prop. C will not solve the full extent of the problem, The successful measure should yield an average of \$100 million in annual savings over 10 years. This collaborative effort sets the right tone for heated battles in other cities, although by some accounts it only scratches the surface of what could be the largest financial challenge facing San Francisco.

Empowering Voters

SPUR reviewed and analyzed eight San Francisco city measures for the November 2011 ballot, including bonds for both schools and road improvements, two competing pension reform measures and an increase to the city's sales tax. SPUR's voter guide continues to be an essential resource supporting direct democracy in San Francisco.



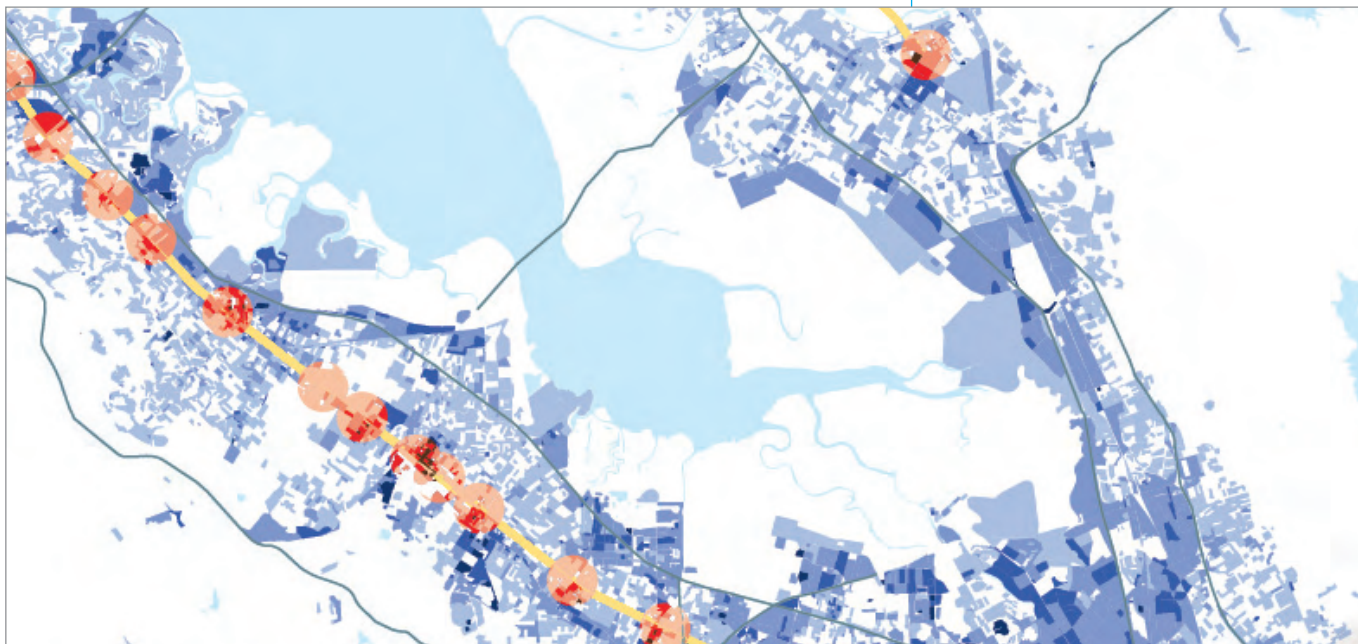
Regional Planning

Our goal: Focus regional growth into center-oriented land-use patterns linked by excellent public transit.

www.spur.org/regional_planning

www.spur.org/scs-rtp

www.spur.org/mtc

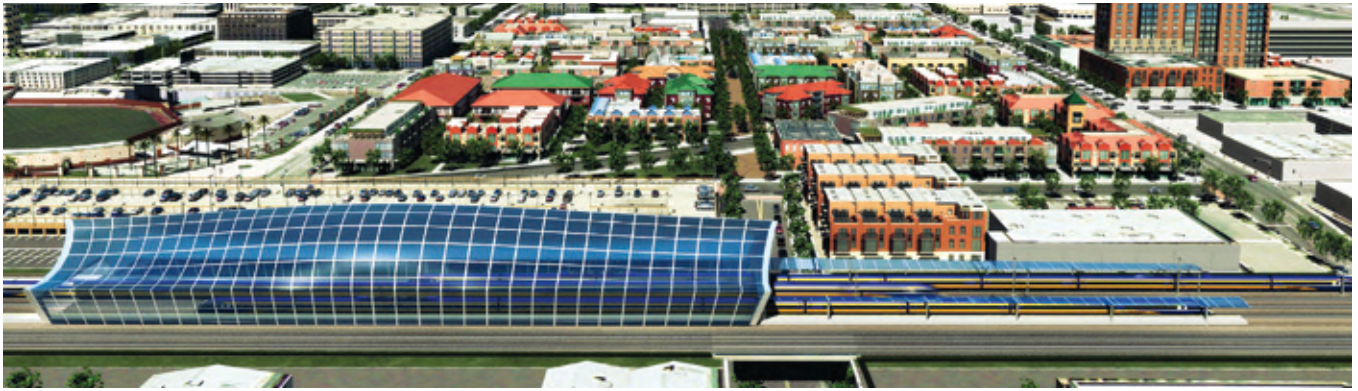


The Next Regional Plan

Throughout the past year, SPUR was deeply involved in developing the Bay Area's first combined Sustainable Communities Strategy (SCS) and Regional Transportation Plan, a set of state-mandated plans that each region in California must undertake to match its transportation investments with its population growth projections in order to reduce driving. Throughout this planning process, SPUR has argued that the most powerful tool regional policymakers can use to shape growth is the allocation of transportation and

infrastructure funds. The SCS and the accompanying Regional Transportation Plan offer the Bay Area an opportunity to focus scarce transportation funds on supporting more concentrated growth patterns, particularly in places where we can shift travel away from dependence on cars. We believe the SCS should inspire the region and its local governments to collectively plan for good development and accommodate the Bay Area's full need for new housing as our population grows rather than simply assuming

more people will commute from the Central Valley. Constraints on growth are political, not physical. Jurisdictions that plan for high-quality development and a public realm that supports transit and pedestrians should be rewarded with resources. Finally, SPUR succeeded in reframing the policy debate about regional planning to include much greater emphasis on the geography of jobs and the strategy of locating jobs near regional rail stations as a way to shift more commuters from cars to transit.



Restructuring Regional Governance

For years, the City of San Jose and Santa Clara County have argued that they are underrepresented on the Metropolitan Transportation Commission (MTC), the 19-member body that makes regional transportation funding decisions. In 2011, a state assembly member from San Jose introduced a bill to add seats on MTC for the cities of San Jose and Oakland. SPUR testified at state hearings on the bill and presented our analysis of the history of regional governance to the Bay Area's Joint Policy Committee. Our report *Reforming Regional Government* analyzed the makeup of MTC and argued that the underrepresentation of two central cities, and of the Bay Area's largest counties (Santa Clara and Alameda), is significant enough to warrant adding new seats. Additionally, we made the case that a more equitable approach for the long run would be to also institute weighted voting for major funding decisions.

Land Use and High-Speed Rail

After releasing a major policy report last year on how high-speed rail can reshape land development in California, SPUR worked with the state assembly on a bill to require comprehensive master planning around future high-speed rail stations. The bill also proposed ways to implement these master plans by eliminating the vote requirement for Infrastructure Financing Districts, a California tool that allows local governments to finance new public works projects with bonds backed by diverting a portion of the property tax from other uses. Although the bill did not become law, SPUR continued to educate audiences at conferences and other settings on how to better incorporate land-use planning into the development of a statewide high-speed rail system. In 2012, we will continue to focus on how to integrate land-use planning with the high-speed rail system, with a particular focus on the types of land uses at stations.

Providing Regional Leadership

Our staff members serve in several regional advisory positions. In 2011, SPUR Regional Planning Director Egon Terplan was elected vice chair of the Metropolitan Transportation Commission's Policy Advisory Council. In that role, he made the case for tolls on regional highways as a way to fund continued infrastructure. He also raised concerns about the MTC's implementation of the regional Express Lane Network, as the program offered no funds for transit and maintained investments in new lanes at the region's edges. This year, SPUR also maintained a seat on the Association of Bay Area Government's Regional Planning Committee and its committee revising the methodology for the Regional Housing Needs Allocation process, where individual communities are given housing production targets based on their fair share of regional growth.



Sustainable Development

Our goal: Implement high-efficiency energy, water and materials flows into and out of our cities to reduce our ecological footprint.

www.spur.org/sustainable_development
www.spur.org/food-systems-and-urban-ag
www.spur.org/oceanbeach
www.spur.org/policy/climate-adaptation



Unveiling the Ocean Beach Master Plan

After a two-year collaboration with AECOM and a host of partner agencies, advocates and community stakeholders, SPUR released the Ocean Beach Master Plan. The plan charts an ambitious vision for improving open space, habitat and access conditions on San Francisco's western shore.

Meanwhile, it protects critical wastewater infrastructure from severe erosion, which will increase as climate-induced sea level rise sets in. Highlights of the plan include the incremental closure of the Great Highway south of Sloat Boulevard, rerouting traffic behind the San Francisco Zoo. In place

of the highway, a more flexible system of coastal protections and a new coastal trail will offer a major upgrade of the city's beleaguered gem. SPUR received a second round of funding to pursue implementation of the plan's recommendations and will continue this work in the coming years.



Thought Leadership on Climate Adaptation

SPUR's policy report on planning for climate change, *Climate Change Hits Home*, received significant attention both within and beyond the Bay Area this year. Featured in local and national media — from KQED's Forum to *The New York Times* — our work hit a chord as it gave local governments a road map for preparing for climate-related disasters such as severe heat waves and sea level rise. Our adaptation work was also featured in a new book published by the Lincoln Institute of Land Policy, *Resilient Coastal City Regions*, and in a white paper published by the American Planning Association.



Taking on Urban Food Systems

The combination of the Bay Area's passion for food and its unique political climate make the region a perfect place to explore how cities can catalyze the development of urban agriculture, healthier communities and a stronger regional food and farming economy. SPUR launched its Food Systems and Urban Agriculture program in June with the goal of making policy change at both the city and regional level. Guided by an expert policy board, we launched our first project, on the use of public land for urban agriculture. In the coming year, we will pursue policy related to food distribution infrastructure, reforming school meals programs and supporting the economic viability of Bay Area farmers.

Evaluating San Francisco's Ecological Footprint

In the 1970s, the rate of human demand for ecological resources began to outpace the rate at which nature could provide them. We know this because of new mathematical models that can calculate our "ecological footprint," a measure of natural resource consumption as a function of goods and services purchased. Last year, SPUR partnered with Oakland-based Global Footprint Network to measure San Francisco's footprint. SPUR assembled a steering committee to provide input and data to the footprint model, and Global Footprint Network completed the analysis. Our work revealed some universal principles about footprints as they relate to other geographic variables such as urban density and average income.



Transportation

Our goal: Make it easier to move around the Bay Area, and make it a joyful experience to be out on the streets, spending time in public.

www.spur.org/transportation

www.spur.org/tsp

www.spur.org/hsr-business-plan

The Grand Central Station of the West

Located in the heart of downtown San Francisco, just two blocks from the SPUR Urban Center, the Transbay Transit Center will be a national model for transit-oriented development. It is designed to accommodate AC Transit, Caltrain, Golden Gate Transit, Greyhound, Muni, SamTrans, WestCAT, Amtrak, and high-speed rail between San Francisco and Los Angeles. The center will also provide a people mover connection to the Embarcadero BART/Muni Metro station. This “Grand Central Station of the West” has been a top priority of SPUR’s for many years, and in 2011 construction finally began. Phase 1, the construction of the Transit Center building, is fully funded, and we expect to see it open in 2017. Securing funding for Phase 2 — bringing Caltrain and high-speed rail into the center’s underground level — is now our major focus. SPUR Executive Director Gabriel Metcalf serves on the board of the Transbay Joint Powers Authority, the public agency responsible for designing, building and operating the project.





High-Speed Rail Gets Real

We continued our long-term support for a California high-speed rail system. In addition to providing a much faster and environmentally cleaner way to travel between Northern and Southern California, a high-speed rail system could also act as an armature for how the state shapes future population growth and economic development. During 2011, we advocated for a “blended” solution for high-speed rail on the peninsula, which would involve switching Caltrain from diesel to electric power so it can share tracks with high-speed rail. This approach has the benefit of keeping most of the new tracks within the existing right of way. In early 2012 a deal was finalized to make the electrified system a reality. The California High-Speed Rail Authority’s new business plan, released in early 2012, makes incremental investments to existing rail lines throughout the state and over time upgrades them to serve as high-speed rail.

Securing the Future of Bay Area Transit

Bay Area transit costs are growing faster than revenues, even as ridership and speeds in some places are declining. Turning this around is key to establishing a financially sustainable transit system. Throughout 2011, SPUR was a leading civic voice on the Metropolitan Transportation Commission’s Transit Sustainability Project, a multiyear study analyzing performance and costs across all Bay Area transit operators. SPUR reviewed each step of the analysis and made recommendations on how to improve transit without cutting funding where it is most needed. We landed on a principle: Transit funds should be distributed in a way that motivates operators to deliver better performance. The commission has adopted some of our recommendations in its proposal for implementation, and we will continue to work to guide this document in 2012.



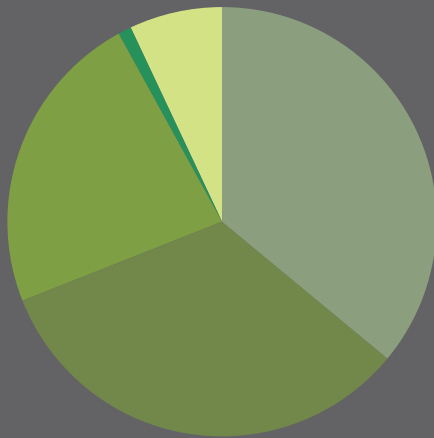
New Muni Contract Takes Effect

SPUR was instrumental in the November 2010 passage of Proposition G, which changed the San Francisco City Charter by eliminating a salary formula for Muni operators. As a result of SPUR’s efforts, Muni operators will negotiate their labor contract through collective bargaining, as other labor unions do. A new three-year contract with Muni operators was negotiated last year and went into effect July 1, 2011. San Francisco Municipal Transportation Agency management estimates that the new contract will save the agency more than \$41 million over three years because of improved scheduling provisions, changes in miscellaneous pay provisions and a complete revision of the discipline, grievance and accident-review procedures. These resources will now be available for improved Muni services.

SPUR Income and Expenses

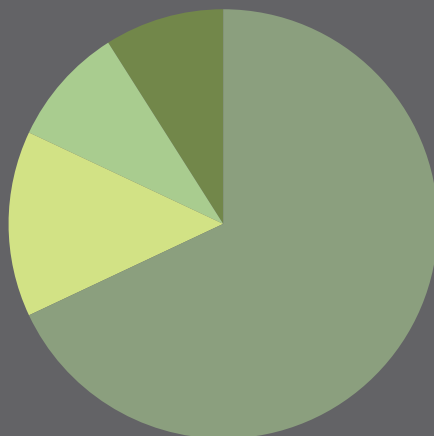
2011-12
fiscal year

Income



Special events	1,158,014	36%
Membership	1,037,328	33%
Grants	738,054	23%
Legacies & bequests	14,613	1%
Earned income	241,781	7%
Total	\$ 3,189,790	100%

Expenses



Policy, programs & publications	2,108,158	68%
Development	428,901	14%
Urban Center	286,782	9%
Administration	280,960	9%
Total	\$ 3,104,801	100%



What does it mean to be a regionalist?

Our last annual report explored what it means to be an urbanist — to love cities and believe that they are the answer to serious problems. That perspective remains at the heart of our work as we celebrate the opening of SPUR's first branch office, in San Jose. This year, we take our urbanist agenda beyond San Francisco and ask, "What does it mean to be a regionalist?"

Those of you who have been SPUR members for a long time know that we have always promoted urban planning in a regional context — from our advocacy to create BART in the 1950s to our work on establishing the Golden Gate National Recreation Area in the late 1960s and early 1970s. But our focus has been on cities, specifically San Francisco. We have worked to bring a regional lens to bear on the challenges the city faces, drawing from the core insight that in order to protect undeveloped open space at the edge of the region, we must direct new growth into existing urbanized areas.

Over time it became clear to us that our regionalist values demanded stronger action. We decided to put our money where our mouth is and build the capacity to work in the three central cities of the Bay Area: San Francisco, San Jose and Oakland.

We believe that most of the challenges cities face today — from transportation access to job creation to adapting to sea level rise — can benefit from improved regional cooperation. We know it will take years to build our knowledge base and relationships in these new cities. (As of now, a SPUR presence in Oakland is only an intention.) But we also believe that our deep understanding about how to make change at the local level puts us in a position to work for a broader urbanist agenda in the Bay Area's central cities.

At SPUR, we bring people together to develop solutions to the most difficult urban policy problems. This annual report highlights some of our most important accomplishments over the past year. While change can be slow — and some of the biggest planning problems will take decades to solve — we are living through a time of remarkable ferment. We feel tremendous hope about the progress being made on the big issues facing Bay Area cities.

All of this work is made possible by you — our members and donors. We are grateful for your trust and support.

Gabriel Metcalf,
Executive Director

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We apologize for any omissions or inaccuracies to this listing and will publish any corrections in a future issue of *The Urbanist*. This list represents gifts made between January 1 and December 31, 2011.

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Alexa Arena



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What current SPUR project are you most passionate about and why?

The Urban Future of Work. There's something really exciting about the alignment between smart growth, economic development and workplace environments of our future.

What qualities define the Bay Area to you?

Openness, entrepreneurship, human-centered thinking and creativity.

What do you see as the biggest policy challenge facing the region in 2012?

The overlapping of major issues like climate change and the shrinking middle class creates opportunity for great constructive

impact; but it requires an integrated approach to make sure we achieve the best outcome without unintended consequences.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: 22nd Street in Dogpatch, especially Rickshaw bags, Piccino and American Can — a brilliant example of how a landlord can facilitate a creative hub.

Open space: Dolores Park. It just has so much life to it.

Recommended: The murals in the Mission — they represent voices that often go unheard and express one of the critical challenges of our time: How can cities ensure that their evolution improves, rather than displaces, the lives of the people already living there?

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What current SPUR project are you most passionate about and why?

SPUR San Jose. This effort to join with another of the region's leading cities to promote urbanism will give SPUR even more energy and will play a critical role in San Jose's urban future.

What qualities define the Bay Area to you?

It's a place willing to ask the tough questions and answer them in a creative and forward-thinking way.

What do you see as the biggest policy challenge facing the region in 2012?

To look at problems in all of their complexity rather than simplifying them.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: My favorite street is Fountain Alley in San Jose because it epitomizes the cross section of people that defines great urban spaces.

Open space: Yerba Buena Gardens in San Francisco

Recommended: Come to San Jose and enjoy our beautiful downtown, particularly the area around Cesar Chavez Plaza —a unique blend of urban edge and tranquil open space.

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What current SPUR project are you most passionate about and why?

Making SPUR regional to advance the prosperity, sustainability and overall well-being of the broader Bay Area.

What qualities define the Bay Area to you?

Caring for the bay and for quality of life in the region.

What do you see as the biggest policy challenge facing the region in 2012?

Meeting transportation, education and housing needs with fewer resources.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: the Embarcadero

Open space: Jack London State Historic Park in Sonoma County

Recommended: Walk from the Golden Gate Bridge all the way to the Ramp restaurant by Pier 70 in Dogpatch.



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Katherine Baylis	Bell	Jamileh Cannon	Robert Cirese	Laura Crescimano	Michele Difrancia
Kevin Beauchamp	Don Bragg	Zeenat Capek	Jay W. Claiborne	Karen Crommie	Grant Din
David Becker	Charles Brandau	Christine &	Kimberley Clancy	Cathy L. Croshaw	Darin Dinsmore
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Victoria Bell	Kim Brennecke	James Castle	John Clawson	Curry	Tim Doherty
Marguerite Bello	Paul & Claudia	Michael J. Castro	David Clore	Melanie Curry	Diane Dohm
Ralph Belton	Bressie	Lowell Caulder	Andrea Cochran	Joseph Curtin	Steven Doi
Dena Belzer	Mary Breuer	Jane Cee	Kate Coffaro	Kerry P. Curtis	Margaret Mary
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John Doremus	Lesley Ewing	June Fraps	Joy Glasier	Hadden	Architect
Matt Dorsey	Susan Exline	Kim Fraser	Taylor Glass-Moore	Liza Hadden	Ronald Heckmann
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Scott Dowdee	Michael H. Fajans	Justin Fried	Jack Gold	Dean Halfacre	Heery
Janice Dowling	Don Falk	Deborah Frieden	Jeremy Goldberg	Ed Hall	Jennifer Heflin
Joan Downey	J. Timothy Falvey	Clare Friel	Mark R. Goldberg	Kristen Hall	James Heid
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Victoria Duggan &	Robert Feldman	Michael Futterman	Rick Gooch	Patrick T.	Michael Henn
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Dunckel	Malcolm Fife	Sean Gallivan	Vinita Goyal	Peter G. Hanson	Amy Herman
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Saul Ettlin	Aaron Foxworthy	David Gill	David J. Habert	David Hecht	Rebecca Hoffman
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Tyler Evje	Julie Frankel	Carol Glanville	David & Sara	Landscape	Joshua Hohn

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Maria Holder
Deborah Holmes
Melissa A. Holmes
Bill Holt
John L. Holt
Seung Yen Hong
Thayer Hopkins
Roger Hoppes
Charles Hornbrook
Theresa & Richard
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Rachel B. Horsch
Walter Horsting
Ayse Hortacsu
Inge Horton
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Fiona Hovenden
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Jim Illig
Anthony Imhof III &
Ellen McLean
Alex Ingersoll
Sayaka Inoue
Lauren Isaac
Marlo Isaac
Michael Isaacs
Robert Isaacson
Jennifer Isacoff
Zaif Ismail
David Israel
William Issel
Darton Ito
Josh Jackson
Shirley Jacobs
Lawrence Jacobson
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Paul S. Jamtgaard
Claudia Jasin
Cathy Jeffries
Chris Jensen
Herbert Jeong
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Bruce Jett
Clayton Jew
Linda Jewell

Rebecca Jewell
Loretta Jimenez
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Carla Johnson
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Russell Kalmacoff
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Niraj Kapadia
Edward Kaplan
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Jordan Karp
Rick Karp
Douglas Karpa

Fred Karren
Angelia Karrer
Thor Kaslofsky
Jennifer Katell
Frank Kawalkowski
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Kate Keating
Michael Keating
Ellen Keith
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Greg Keller
Mark Kelley
Laurel Kellner
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Noah Kennedy
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Yeon Tae Kim
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Frederick J.
Klemeyer, Jr.
Alisa Klevens
Randall Kline
Donald E. Klingbeil
Heather Knape
Walter Knoepfel
Martha Knutzen
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Anne Koeller
Rebecca
Kohlstrand
Karen Kong
Ioanna Korneeva
George Koster
Kristoffer Koster
Jacob Kraemer
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Kuhlenkamp
Susan Van Kuiken
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Kuth
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Wei Ching (Mei)
Kwong
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David LaMacchia
Laura Lambert
Katie Lamont
Nathan Landau
Bette Landis
Jason
Langkammerer
Hans Larsen
David J. Larson
Norman T. Larson

Victor Seeto



SPUR Board Member, Ballot Analysis
Committee
Retired housing developer

What current SPUR project are you most passionate about and why?

I am impressed by SPUR's efforts to promote sustainable development. The adaptations we champion provide examples for the rest of the country to emulate.

What qualities define the Bay Area to you?

The population is educated, diverse, tolerant, open minded, innovative, energetic, liberal and cultured.

What do you see as the biggest policy challenge facing the region in 2012?

Achieving equilibrium between housing and jobs. Cities want jobs because they create tax revenue, but housing eats revenue in the form of infrastructure and services. Most

cities do not want the burden of housing — but it is a necessity if the region is to grow.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: As a native San Franciscan, I have a special place in my heart for Chinatown. I have lived in the same house since I was 3 years old. The places, people and institutions that I have relied on my whole life continue to sustain me.

Open space: I visit Crissy Field a lot. The views are spectacular, the facilities are well designed and the effort of converting this space back to its former natural condition is nothing short of amazing.

Recommended: Take the cable car from the Powell Street turntable to Aquatic Park. The cable car is unique, and the ride through the city is thrilling.

Anna LaRue	Andy Levine	Amanda Loper	Doug MacLean	Nathan Marsh	Dave McCormick
Susan Lassell	Jon Levine	Chip Lord	Amie MacPhee	Richard Marshall	Kurt McCulloch
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Casey Lauderdale	Jake Levitas	Cliff Lowe	Ian Maddison	Megan Martin	Lenore McDonald
Irene Lauren	Robin Levitt	Kenneth Aidan Lowney	Joan Madonna	Paige Martin	Melissa McDonough
Rodney C. Leach	Alexander R. Lew	Kathie Lowry	Larry Madsen	Sebastian Martin	Kathleen McGinley
Zachary Leach	Eugene & Ellen Lew	Louise Lowry	Richard Magary	Connie M. Martinez	Anna McGrath
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Debra Lehtone	Angela Lin	Donald Luu	Laurie Manuel	Jennifer R. Mayer	Linda Meckel
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Myong Leigh	Norbert Lindenberg	James Lynch	Gordon Mar	Michael McCabe	Yan Mei
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Karen Leonard	Thomas Little	Eleanor M. Hollander	Bruce Marcucci	Mark McCaustland	Jonathan Mendoza
Rachel Leonard	Qiao Liu	Stephanie C. MacColl	Lawrence Marcus	Benjamin McCloskey	Edward Meng
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Niko Letunic	John A. Loomis	Robert W. Macke	Daniel Marroquin		Julian Metcalf
Christel Leung			John-Paul Mars		Michael Metiu
James G. Leventhal			Merideth Marschak		

Ontario Smith

SPUR Board Member
Senior Government Relations Representative,
Pacific Gas and Electric Company

What current SPUR project are you most passionate about and why?

SPUR's Resilient City initiative is a critical policy investigation to ensure that the Bay Area is able to not only survive but thrive following the next natural disaster.

What qualities define the Bay Area to you?

The physical environment is a series of beautiful contrasts, and the people of the Bay Area are driven by a strong sense of activism.

What do you see as the biggest policy challenge facing the region in 2012?

Given fuel prices and land costs, the days of sprawl are ending. The subsequent challenge

is to develop better regional public transit and facilitate a housing policy that supports infill development and increased density.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: Hayes Valley in San Francisco. As a native San Franciscan, it's been great to watch the area evolve.

Open space: Muir Woods. Hiking from Mill Valley up the Dipsea Trail and into the redwoods is an awe-inspiring reminder of the amazing natural resources in our backyard.

Recommended: Take public transportation. You'll get a much better sense of the Bay Area and its cities that way.



Paul Meuser	Krista Murphy	John T. Noguchi	Johanna Partin	Jeanie Poling	Genelle Relfe
Alex C. Meyer	Mark Murphy	Suzanne Nolan	Courtney A. Pash	Fred Pollack	Amy Ress
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Chris Miers	Karen Murray	Gregg Novicoff	Tito Patri	Natalie Popovich	Erin Rhodes
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Courtney Miller	Jumana Nabti	Katie O'Brien	Barry Pearl	Ryan Potvin	Peter Richards
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Mary Anne Miller	Mark Nagel	James O'Malley	Christopher Pederson	Judy Prejean	Eric Ridenour
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Alexander Mitra	Hazel Nakamura	Maria T. Ojeda	Brian Perlman	Mark A. Primeau	Gerald Robbins
Daniel Moberly	Ross Nakasone	Newton Oldfather	Lori Perlman	Jay Primus	Page Robbins
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David Murphy	Adam Noelting	Daniel Parolek			
Joseph Murphy		Jessica Partch			

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Jean-Paul Samaha	Leah Shahum	Kimberly Smith	Brian Stokle	Michael Tauber	Turnbloom
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Phoebe Schenker	David L.R. Shiver	Sommer	Kathleen Sullivan	Gerald Thompson	Water
Robin Schidlowski	Robert Cartier	Karen Sommerich	Alioto	John Thompson	Linda Van Fossen
Serena Schiller	Shurell	Charlene Son Rigby	Andrew Sullivan	Michelle Thong	Julie Van Nostern
Gary Schilling	Betty Shurtleff	Matthew	Charles Sullivan	Douglas Thornley	Judy Van Soldt
John Schlenke	Donald Sibbett	Soursourian	Dennis Sullivan	Mary Tienken	Martin Vanderlaan
David Gast & Elena	Daria Siciliano	Peter Spear	Ed Sullivan	Gerald Tierney	& Patricia Post
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SPUR Board Member
Community Organizer

What current SPUR project are you most passionate about and why?

I'm excited to see where Tomiquia Moss takes the Community Planning policy area. Tomiquia's leadership combines a unique understanding that change is inevitable with iron-strong progressive values of social justice. She knows that growth is only worthy if everyday people, especially those excluded from decision-making, will benefit.

What qualities define the Bay Area to you?

There have always been enough people here working to make the Bay Area a better place to live.

What do you see as the biggest policy challenge facing the region in 2012?

How to protect communities from the whims of the market, so that they can chart their own paths to grassroots economic development.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: The Drs. Julian and Raye Richardson Apartments, which house 120 formerly homeless people in Hayes Valley
Open space: The Tenderloin National Forest is a municipal gem.

Recommended: Take one of Shaping San Francisco's walking or biking tours. Get to know what has come before you.

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Cindy Wu

SPUR Board Member
 Vice President, San Francisco Planning Commission
 Community Planning Manager, Chinatown Community Development Center

What current SPUR project are you most passionate about and why?

Recently, Chinatown Community Development Center and SPUR partnered to produce a series of walking tours and bilingual workshops on the Stockton Street Corridor in San Francisco's Chinatown. Stockton is the densest neighborhood corridor in the city, and its wonderful mixed-use nature causes myriad challenges. If we can figure out the right balance of infrastructure, housing, retail and open space for Stockton, we have a model for other neighborhoods that are seeking to grow.

What qualities define the Bay Area to you?

1.) Diversity, 2.) physical beauty, and 3.) immigrants and innovation.

What do you see as the biggest policy challenge facing the region in 2012?

This continues to become a region of the very rich and very poor. With the dissolution of state redevelopment agencies, we must figure out how to continue to fund and maintain the affordable housing and comprehensive community development strategies that have been successful.

Tell us about your favorite urban place and your favorite open space — and recommend one good way to get to know the Bay Area.

Urban place: Ross Alley in Chinatown

Open space: Baker Beach in the Presidio

Recommended: Take in the beautiful view on a hike at Land's End. Then reward yourself with dim sum in the Richmond.



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We thank them for their dedication to good planning and good government in the San Francisco Bay Area.

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