



IDEAS & ACTION FOR A BETTER CITY

ANNUAL
REPORT

SPUR 2015

A vibrant street scene featuring an outdoor cafe. Several people are seated at small round tables with colorful chairs (yellow, red, purple). Large umbrellas in shades of red and green provide shade. In the background, a building with a large, colorful, stylized sign is visible. The scene is set on a sunny day with shadows cast on the pavement.

SPUR WORKS TO MAKE CITIES BETTER



WE BRING PEOPLE TOGETHER TO SOLVE BIG PROBLEMS

SPUR convenes people from across the political spectrum to identify pressing problems and develop strategies to solve them. We come up with answers that are practical, hard-hitting and results-oriented.

BAY AREA ECONOMIC PROSPERITY STRATEGY

This year we brought together an unprecedented set of civic leaders from business, labor and the public sector to take on one of the most difficult problems facing our region: how to improve economic opportunities for the region's 1.2 million lower-wage workers. *Read more on page 23.*

2030 TRANSPORTATION TASK FORCE

San Francisco Mayor Ed Lee asked SPUR Executive Director Gabriel Metcalf to co-chair a task force that would develop a long-term vision for the city's transportation system — and a funding plan to make it real. The 2030 Task Force proposed nearly \$3 billion in key capital investments that would transform San Francisco's transportation network. *Read more on page 43.*

A vibrant park scene with people sitting on benches under large trees. The image shows a wide, paved walkway lined with mature trees that cast dappled shadows on the ground. Several people are sitting on wooden benches with green metal frames. In the foreground, a man in a black shirt is sitting on a bench, looking down. Further back, a group of children in green shirts are walking. The background shows a city street with cars and buildings under a clear blue sky.

WE ADVOCATE FOR CHANGE

We don't stop at coming up with policy proposals; we work to get them put into practice. We engage decision-makers and drive the conversation in the media. Our goal is to create the civic will necessary for action.

SHAPING THE FUTURE OF SAN JOSE

San Jose's ambitious Envision 2040 General Plan directs the city's growth into walkable, mixed-use "urban villages" along transportation corridors. Working with city staff, elected officials and other advocates, we can make the visionary ideas of the 2040 plan workable for real-world development. *Read more on page 15.*

HOUSING AFFORDABILITY IN SAN FRANCISCO

When San Francisco housing prices skyrocketed, creating an affordability crisis in the city, SPUR emerged as a balanced voice, convening all sides of the issue to develop a plan of action. We directed the debate to focus on the many concrete steps we can take at the local level to bring prices back down. *Read more on page 31.*



WE CONNECT A GLOBAL NETWORK OF URBANISTS

SPUR helps people and cities learn from one another. We host talks by leaders from around the world and connect the Bay Area to the forward-thinking cities that are inventing the next generation of policy solutions.

MISSION CREEK SEA LEVEL RISE CONSORTIUM

We launched a project with local partners and the Dutch government to explore climate adaptation strategies at Mission Creek, one of San Francisco's most vulnerable locations for flooding from sea level rise. Drawing on the lessons of water control techniques in the Netherlands, we are adapting leading-edge climate science for the Bay Area. *Read more on page 39.*

THE RESILIENT CITY

SPUR's comprehensive Resilient City initiative represents some of the most in-depth and influential urban policy work on planning for a major earthquake. Oregon and Washington have developed resiliency plans patterned after our work, and our policies have informed post-earthquake recovery efforts in Haiti, Chile, New Zealand and Japan. *Read more on page 19.*



WE STICK WITH ISSUES OVER THE LONG TERM

Real change doesn't happen overnight — it can take years and even decades. SPUR stays with issues across mayoral terms and business cycles. As a 105-year-old organization, we're here for the long run.

MARKET AND OCTAVIA NEIGHBORHOOD PLAN

More than 10 years in the making, San Francisco's Market and Octavia Neighborhood Plan proposed putting taller buildings on Market Street while preserving the residential fabric in nearby neighborhoods. The recession stalled these plans, but a crop of carefully selected buildings has finally begun taking shape on the sites of former parking lots and gas stations, all within walking distance of Muni metro and BART. It was worth the wait.

TRANSBAY TRANSIT CENTER

It took decades of advocacy and planning, but today we are watching San Francisco's new Transbay Transit Center rise from the ground. The transit center will support a new high-rise district and will ultimately connect San Francisco to Silicon Valley with an electrified Caltrain line. This project is not done yet, but we are committed to seeing it through.



WE ENGAGE PEOPLE IN THE LIFE OF THEIR CITY

The urban conversation is taking place at SPUR. With more than 200 public events each year, an award-winning magazine and countless other resources, we foster public dialogue about the future of cities.

GETTING SILICON VALLEY MOVING

Members flocked to more than a dozen transportation events at our San Jose office this year. Timely conversations on the hotly anticipated arrival of BART and bus rapid transit in San Jose packed the building and reasserted the importance of a multi-modal transportation network across Silicon Valley.

UNBUILT SAN FRANCISCO

Our exhibition *Unbuilt SF: The View From Futures Past*, an ambitious five-venue partnership, looked at grand urban plans that never came to pass. The show enjoyed our highest-ever attendance, as well as media coverage from around the world.



— COMMUNITY PLANNING —

OUR GOAL

BUILD GREAT NEIGHBORHOODS

SPUR REPORT

◀ The Case for Urban Design in San Jose

SPUR published its first San Jose policy report, *Getting to Great Places: How Better Urban Design Can Strengthen San Jose's Future*. Working closely with local leaders, we asked the question: How do we retool a car-oriented built environment for a more walkable urban future? Our report identified the key attributes of walkable places and demonstrated the critical importance of urban design to the economy, the environment and public health. It also made hard-hitting recommendations about urban village plans, the city's project review process, planning and zoning codes, the public works code and street management. SPUR.ORG/GREATPLACES

Building Out San Francisco's Neighborhood Plans

Between 2005 and 2013, San Francisco completed 11 neighborhood plans, working with community stakeholders to guide growth and future improvements in specific areas of the city. This was the main focus of SPUR's planning work all through those years. Today we are watching the results bear fruit: More than 70 percent of the housing units now under construction are in those plan areas. We believe the careful, nuanced neighborhood planning process that San Francisco uses is the right way to guide growth in the city and benefit the community.



SPUR REPORT

◀ Making SF's Historic Preservation Process Work for Everyone

SPUR worked with San Francisco Architectural Heritage to release a major report, *Historic Preservation in San Francisco: Making the Process Work for Everyone*. In this joint policy report, Heritage and SPUR examined the city's processes for preservation planning, project review and decision-making. Together we recommended improvements to the planning department's processes for conducting historic surveys, creating historic districts and reviewing proposed changes to historical resources. We presented this work to the Historic Preservation Commission, and we will continue to work with Heritage to ensure that our recommendations are adopted.

[SPUR.ORG/HISTORICPRESERVATION](https://spur.org/historicpreservation)

SPUR REPORT

The Future of Downtown San Jose

Downtown San Jose is the center of the Bay Area's largest city and the most urban place in the South Bay. It is slated to be the region's first stop on high-speed rail and a major connection to the East Bay when BART completes its extension to Silicon Valley. Yet despite considerable investment, downtown still lacks people. To help this urban center realize its potential, we produced a long-range strategy for downtown, *The Future of Downtown San Jose*. We identified six ideas for improvements, including better land use, urban design, pedestrian orientation and opportunities to activate the streets with events. The report received significant media coverage, including front-page attention in the *San Jose Mercury News* and a segment on KQED's *Forum* that was dedicated to its findings. [SPUR.ORG/DOWNTOWNSANJOSE](https://spur.org/downtownsanjose)



— DISASTER PLANNING —

OUR GOAL

MAKE OUR CITIES RESILIENT IN A MAJOR EARTHQUAKE

BIG WIN

San Francisco Votes to Strengthen Emergency Response

In June, voters overwhelmingly approved Prop. A, a general obligation bond to finance repairs to deteriorating emergency facilities throughout San Francisco. The bond will fund improvements to neighborhood firehouses and the city's emergency water system — as well as the relocation of important police functions to new, seismically secure facilities — through the Earthquake Safety and Emergency Response program. This was the second phase of a three-part capital plan designed to fund repairs that will allow the city to respond quickly and effectively after a major earthquake or other disaster. SPUR called for the creation of the capital plan and is pleased that San Francisco can now secure its capacity for emergency response in times of critical need.

Resilience at Home and Abroad

Since 2007, SPUR's Resilient City initiative has published seven major reports defining what San Francisco needs to do to become resilient in a major earthquake. The city now considers resilience in its 10-year capital planning process, and it has created the nation's first-ever Lifelines Council, as well as a Community Action Plan for Seismic Safety and an Earthquake Safety Implementation Program. SPUR members have presented the Resilient City framework, policies and recommendations in hundreds of lectures and discussions worldwide. Oregon and Washington have developed resiliency plans patterned after our work, and the National Research Council's 2012 study *Disaster Resilience: A National Imperative* uses our concepts in many of its recommendations. The U.S. National Institute of Standards and Technology is using SPUR's concepts as the backbone of an all-hazards resilience framework that will eventually be used by communities to craft their own programs. Internationally, SPUR's policies have informed recovery efforts in areas struck by major earthquakes, such as Haiti, Chile, New Zealand and Japan.

Next Steps for Mandatory Earthquake Retrofits in SF

In 2013, San Francisco passed a landmark law to strengthen seismically unsafe apartment buildings. SPUR has long advocated for this legislation as part of our Resilient City initiative, and we’re pleased to see it underway at last. The city is now evaluating all potential “soft story” buildings (those with garage doors or large windows on the ground floor) to determine whether they need to be retrofitted. This year, San Francisco opened the Epicenter, a pop-up collaborative space for earthquake policy research and development, and the city continues to move the Earthquake Safety Implementation Program forward. We are thrilled with the gigantic steps San Francisco has taken to become a more resilient city.

Securing Lifelines After a Disaster ▶

In spring 2014, the San Francisco Lifelines Council — a collaboration among all of the utility providers serving the city — released a study outlining steps the city needs to take to ensure that it can recover from a major earthquake. The study looked at the interdependencies among lifelines: for example, how road debris could hinder efforts to provide water and gas to residences or how damage to our electric system could interrupt telecommunications. The study also called for several next steps, including further study of “choke point” areas (where there are heavy concentrations of infrastructure), further coordination among utility providers in planning for the days and weeks following a disaster and greater collaboration in plans to strengthen lifelines before the next earthquake happens.





— ECONOMIC DEVELOPMENT —

OUR GOAL

LAY THE FOUNDATIONS OF ECONOMIC PROSPERITY — FOR EVERYONE

SPUR REPORT

◀ Building Economic Prosperity for the Bay Area

SPUR and a team of partners helped the Bay Area win a three-year, \$5 million HUD Sustainable Communities Grant. A portion of the grant funded an Economic Prosperity Strategy for the region. The goal: improve economic opportunities for the more than 1.1 million workers who earn less than \$18 per hour. SPUR's partners in the project include the Center for the Continuing Study of the California Economy, Eisen Letunic, the San Mateo County Union Community Alliance and Working Partnerships USA. Together we developed three goals that are now being implemented through a series of pilot projects and \$1 million in funding across the region. [SPUR.ORG/ECONOMICPROSPERITY](https://spur.org/economicprosperity)

Strengthening Pathways to Middle-Wage Jobs

Fundamental to improving economic opportunity is getting workers on a pathway to better jobs. Our Economic Prosperity Strategy recommended improving basic skills, establishing partnerships with employers to develop job training and helping workers navigate an increasingly fluid job market. Through support from the HUD grant, SPUR's partners are implementing these ideas in health care, tech support and construction.



◀ **Growing the Economy, With a Focus on the Middle**

There are fewer jobs in the middle than at the top and bottom of the pay scale. Growing opportunities in the middle means increasing housing construction and infrastructure investment, as well as expanding industries like education services and manufacturing. SPUR supported the implementation of Plan Bay Area and local and regional economic development strategies, all of which worked to address these issues.

Upgrading Conditions in Lower-Wage Jobs

Because not everyone can move up to middle-wage jobs, SPUR explored strategies that could improve the conditions for workers who remain in lower-wage jobs. Among other efforts, SPUR supported the successful minimum wage increase on San Francisco's November ballot, which will raise the local minimum wage to \$15 by 2018.

A photograph of the San Francisco City Hall at dusk. The building is illuminated with warm yellow lights, and its iconic dome is visible against a dark blue sky. The text "GOOD GOVERNMENT" is centered above "OUR GOAL", which is in a white box. Below that, "SUPPORT LOCAL GOVERNMENT" is written in large white letters, with a horizontal line underneath.

— GOOD GOVERNMENT —

OUR GOAL

SUPPORT LOCAL
GOVERNMENT

◀ **San Francisco's City Budget: Healthier Than Ever**

The last year has seen San Francisco's budget fully rebound from recession cutbacks to a new record high of nearly \$8 billion. This increase in the city's resources is driven by the growth of jobs in the central city — the urban future of work that SPUR has identified and advocated. In the last year, San Francisco added more jobs than any other large county in the United States. The 2012 business tax reform measure, which took effect this year, has helped to ensure that a more fair and representative mix of businesses are contributing to the city's General Fund.

SPUR Ballot Analysis and Voter Guide

SPUR's seasoned Ballot Analysis Committee and Board of Directors deliberated all local measures on San Francisco's June and November ballots. The *SPUR Voter Guide* provided comprehensive analysis of each measure, including pro and con arguments for each side and a SPUR recommended position. This year we also took our first ballot position in San Jose, recommending support of Santa Clara County Measure Q, a parcel tax to generate local funding for open space. On this initiative and the majority in San Francisco, voters supported our recommendations and approved big wins for transit, open space and higher minimum wages. SPUR.ORG/VOTERGUIDE

Honoring Great Public Sector Leadership

SPUR's annual Good Government Awards ceremony celebrates exemplary leadership by managers who serve the City and County of San Francisco. These outstanding employees were honored for their service at our annual City Hall event, which has come to be known as the Oscars for public servants. The 2014 award honored Douglas Legg of the Department of Public Works; Zoon Nguyen of the Office of the Assessor-Recorder; Lisa Wayne of the Recreation and Parks Department; the Office of the Public Defender's Legal Educational Advocacy Program (LEAP) Team; and the Public Utilities Commission's Rim Fire Emergency Response Team.

Forecasting SF's Economic Fortunes ►

Each year, SPUR's Municipal Fiscal Advisory Committee brings together top experts on the economy to discuss trends that will affect the budget of the City and County of San Francisco. This expertise on real estate, hospitality, retail and other sectors helps the city staff develop revenue projections for the upcoming fiscal year. The news this year was mostly positive: San Francisco's thriving, exporting tech industry is driving growth across the rest of the local economy, increasing revenue for the city and providing funds for investment in improved services and enhanced infrastructure. SPUR is working to ensure that the city makes investments that are vital inputs for broadening and sustaining the region's prosperity.





HOUSING

OUR GOAL

MAKE IT AFFORDABLE TO LIVE HERE

SPUR REPORT

8 Ways to Make San Francisco More Affordable

It's no secret that San Francisco, and most of the Bay Area, is in the midst of a terrible housing affordability crisis. SPUR worked more on this issue than on anything else over the past year. We sought to get beyond the debates that have hobbled the city's efforts for too long: Build affordable or market-rate housing? Our answer: Do both. While pundits around the world debated the cause of San Francisco's housing affordability crisis, we focused on practical solutions, releasing a major plan, *8 Ways to Make San Francisco More Affordable*, aspects of which were echoed by Mayor Ed Lee in his 2014 State of the City address and became the subsequent focus of the Mayor's Housing Working Group. From protecting rent-controlled units to building both market-rate and permanently affordable housing to launching a wave of experiments for how to produce middle-income homes, SPUR's ambitious plan advocated to add housing at all income levels. SPUR.ORG/MAKESFAFFORDABLE

Reforming SF's Housing Approval Process

In response to San Francisco's housing affordability crisis, Mayor Lee formed a Housing Working Group to investigate ways to produce more new housing and protect existing housing. Some recommendations were immediately put in place. The Planning Department now prioritizes affordable housing projects in the pipeline and has improved coordination among city departments and transparency in the permitting process. Additional fixes to the process are in the works, including code improvements that will address standard exceptions and eliminate duplicate reviews, in addition to allowing more efficient environmental review when appropriate. SPUR has long advocated for these kinds of process improvements and supports these targeted, thoughtful efforts to make the approvals process more efficient so the city can build more housing.



SPUR REPORT

Re-Envisioning Public Housing

2013 was the year that San Francisco began to tackle its public housing crisis. The San Francisco Housing Authority (SFHA) owns and manages 6,300 public housing units and administers roughly 9,000 Section 8 vouchers throughout the city, representing a critical part of San Francisco's affordable housing delivery system. But the SFHA suffers from a structural operating deficit, and the agency does not have nearly enough funding to meet its capital needs. A recent SFHA presentation estimated the cost of current unfunded capital needs at more than \$270 million and funding at only \$10 million. In response to this crisis, SPUR released *Re-Envisioning the San Francisco Housing Authority*, a report that details how to offer high-quality affordable housing to public housing residents in a way that is financially sustainable over the long term. SPUR.ORG/HOUSINGAUTHORITY

BIG WIN

A New Source of Housing — Legal In-Law Units

A decades-long debate on legalizing secondary or “in-law” housing units in San Francisco finally ended this year when the Board of Supervisors adopted legislation that sets up a process to make existing secondary units legal. Secondary units got a further boost from another piece of legislation that permitted new secondary units within the Castro neighborhood. Allowing homeowners to add secondary rental units to their property is one of the most promising strategies we have for increasing the supply of housing in San Francisco without significantly changing the character of its neighborhoods. SPUR has been a long-time advocate for secondary units and hopes the Castro legislation serves as a successful pilot for other districts.





— REGIONAL PLANNING —

OUR GOAL

CONCENTRATE GROWTH INSIDE EXISTING CITIES

◀ Putting Plan Bay Area Into Practice

In 2013, the Bay Area adopted its first Sustainable Communities Strategy, a state-mandated plan to fight climate change through land use plans that would reduce driving. This year the focus shifted to implementation. At a high level, Plan Bay Area provides a framework laying out where jobs and housing should go in order to reduce our dependence on driving. It also aligns transportation investments to support these goals. But to make this vision happen requires getting our hands dirty with planning, zoning and projects at the city and neighborhood level, all across the Bay Area. SPUR helped shape what was in the plan, and we continue to promote its core concepts. We are also applying the lessons we've learned from decades of planning work to make sure the region's major cities accommodate their share of growth.

Diridon Station: Shaping a Major Opportunity Near Transit ▶

One of the best places to concentrate growth in the Bay Area is around major regional transit hubs. San Jose's Diridon Station already provides significant transit service, including Caltrain, Amtrak, Capitol Corridor, the Altamont Corridor Express, VTA and other lines. With plans for BART and California High-Speed Rail, Diridon will become an even more important node. But it needs more development to match the high level of transit service. This year, San Jose's City Council unanimously approved the Diridon Station Area Plan, which calls for almost 5 million square feet of office space, 2,600 units of housing and 420,000 square feet of retail. It focuses dense mixed-use growth in a transit-rich infill location and includes much-needed improvements to the pedestrian and bicycle network. SPUR advocated for the plan and will work hard to ensure that the project development and transit infrastructure build on this strong foundation.

SPUR REPORT

Strengthening the Regional Food System

The Bay Area's food system supports our greenbelt, employs hundreds of thousands of people and helps reduce our greenhouse gas emissions. The food choices we make at grocery stores and farmers' markets have an enormous impact on the region. Our report *Locally Nourished* recommended a series of policies that would help us capture more benefits from our food system. Our proposals emphasized the importance of preserving agricultural land as part of a greenbelt strategy, the economic development potential of the food industry, and ways the region could reduce its carbon footprint by diverting more food waste from landfills.

[SPUR.ORG/LOCALLYNOURISHED](https://www.spur.org/locallynourished)





- SUSTAINABLE DEVELOPMENT -

OUR GOAL

REDUCE OUR ECOLOGICAL FOOTPRINT AND PREPARE FOR CLIMATE CHANGE

◀ SPUR + Dutch Water Engineers = Sea Level Rise Strategy

This year SPUR began work with the Dutch engineering firm ARCADIS, the Port of San Francisco, the Bay Conservation and Development Commission and many other partners on a major climate adaptation study. The focus is Mission Creek, a site vulnerable to flooding as one of San Francisco's lowest-lying areas. Building on our years of work on climate adaptation and the Dutch government's decades of experience with progressive water-management strategies, we are developing the toolkit of options we will need to protect San Francisco and other coastal cities. This project marks SPUR's first international partnership and follows the Ocean Beach Master Plan in convening and engaging many entities in planning for sea level rise.

SPUR REPORT

A Green-Roof Road Map for San Francisco ▶

The hard, gray, uninteresting rooftops that cover 30 percent of San Francisco's land area could be doing more for the city and the environment. But more productive and sustainable uses of rooftops — solar panels, wind turbines, green stormwater infrastructure, urban agriculture, open space and natural habitat — are often more expensive to install and maintain. We convened a task force to identify what can be done to support the development and broader implementation of green roofs in San Francisco. In developing this policy road map, we brought together green-roof advocates, building experts and city regulators to create a unified vision for how the city can best move forward.

[SPUR.ORG/GREENROOFS](https://spur.org/greenroofs)

Adapting to Climate Change at Ocean Beach

This year we launched three projects to implement the recommendations in our award-winning Ocean Beach Master Plan. The Ocean Beach Coastal Management Framework Team worked with the San Francisco Public Utilities Commission on a package of short-term measures to protect Ocean Beach while longer-term plans are in development. The Ocean Beach Transportation Study modeled changes to the traffic system that will be required in order to close the Great Highway south of Sloat Boulevard and replace it with a coastal trail. Meanwhile, our design team developed coastal access improvements for the area south of Sloat that are designed to adapt to a receding coastline. These projects put SPUR and its partners at the leading edge of coastal adaptation planning.

Providing Incentives for Urban Farms

SPUR was instrumental in building grassroots support and advocating for the Urban Agriculture Incentive Zones Act (A.B. 551). The state bill, which passed with bipartisan majorities, aims to increase land access and land security for urban farming projects by allowing local governments to offer private landowners a property tax reduction if they commit their land to urban agriculture use for at least five years. SPUR helped develop the legislation, provided testimony and coordinated the support of more than 25 organizations statewide. We are now working to translate the legislation into action at the local level.





BIG WIN

◀ Getting Muni the Funding It Needs

In his State of the City speech at the start of 2013, San Francisco Mayor Ed Lee made an important announcement: Fixing Muni was going to be a major area of focus for the next two years, and Gabriel Metcalf, SPUR’s executive director, would co-chair a task force on how to do it. Working with co-chair Monique Zmuda from the San Francisco Controller’s Office, SPUR helped facilitate a series of key discussions that explored all aspects of San Francisco’s transportation system, from pedestrian safety to Muni’s speed and reliability. The task force presented a visionary set of plans for a comprehensive capital reinvestment in the city’s transportation system, to be funded by general obligation bonds, sales tax dollars and a vehicle license fee. In November, voters approved the first of these, Prop. A, authorizing \$500 million in bonds to improve Muni and city streets. These funds represent the first general obligation bonds for Muni and the largest investment in the city’s transportation infrastructure ever passed by voters.



Bus Rapid Transit Breaks Ground in the South Bay

The dense east side of San Jose, one of the most transit-friendly corridors in the South Bay, will soon have fast, high-quality bus service in the form of bus rapid transit (BRT). In 2014, the Santa Clara Valley Transportation Authority (VTA) broke ground on the Santa Clara/Alum Rock route, the first BRT project in the Bay Area. SPUR advocated for the project to include the important features that make BRT unique — like dedicated bus-only lanes throughout the entire route. While not all of our recommendations prevailed, we're pleased to see VTA making a commitment to invest in the high-demand corridors where transit can best succeed.

A Muni Rapid Network Takes Shape

San Francisco's Transit First policy, adopted in 1973, began a new era this year. The final approval of environmental review for Muni's Transit Effectiveness Program gives the San Francisco Municipal Transportation Agency (SFMTA) the green light to develop its planned rapid network, branded as Muni Forward. This set of transit network changes and on-the-ground improvements will speed travel by 20 percent for 80 percent of Muni trips. Red bus-only lanes, new traffic signals and more accessible boarding are appearing all over San Francisco. The Transit Effectiveness Program is the result of the first major evaluation of Muni in 30 years, initiated in 2006 and sparked by SPUR research. SFMTA collected and analyzed extensive data, which included market research on customer preferences and priorities, changing travel patterns, and route-by-route Muni ridership data. Muni Forward is already reducing trip times, lowering operating costs and making Transit First a reality.

SPUR REPORT

Better Transportation Choices for Silicon Valley ▼

To succeed, a transportation system needs to give travelers the right range of choices for how to get around. But in suburban areas that grew up around the car, destinations are too far apart and land uses are not dense enough for transit, biking and walking to be effective. Meanwhile, driving is reaching its limits as a reasonable solution. As traffic worsens in Silicon Valley, it's stalling economic growth, social equity and quality of life. SPUR took a look at how to get the South Bay, its people and its economy moving in a more sustainable way. Our report *Freedom to Move* offered seven strategies that VTA, the county and its cities can use to expand their range of transportation choices. SPUR's recommendations are informing VTA's strategic planning process for a possible 2016 sales tax measure and the planning of future transit investments such as BART Silicon Valley Phase II. SPUR.ORG/VTA





SAN JOSE

— THE OPENING OF THE — SPUR SAN JOSE URBAN CENTER

When we first began working in San Jose in 2012, interest in our initiatives and demand for our programs quickly made it clear that our growing membership would need a permanent home. In response, we opened the SPUR San Jose Urban Center, a place for the San Jose community to come together around urban issues and engage with the future of the city. Our downtown storefront location has allowed us to expand our events calendar, develop more original programming and inaugurate exhibitions.

Our heartfelt thanks to those who made the SPUR San Jose Urban Center a reality:

John S. and James L. Knight Foundation
Cisco
Barry Swenson Builder
Gensler
Toeniskoetter Construction

Adanac Fire Protection, Inc.
Berliner Cohen
Borelli Investment Company
COG
Creative Window Interiors, Inc.
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Phalanx Plumbing, Inc.
Pivot Interiors
Pro-Tech Painting, Inc.
Regional Mechanical, Inc.
Roldan Construction, Inc.
Serrano Electric, Inc.
SIMS Metal Management
VKK Signmakers, Inc.
West Coast Contract Flooring, Inc.

RESEARCH AND ADVOCACY

In our first San Jose policy reports, we:

- Explored the power of urban design to retool environments built for the car. *Getting to Great Places* diagnosed the impediments San Jose faces in creating excellent, walkable urban places and recommended strategies for building a more sustainable future.
- Identified six big ideas for how downtown San Jose could capture a greater share of activity and investment. *The Future of Downtown San Jose* put forth a set of recommendations, from land use and mobility opportunities to the use of public spaces.
- Recommended new ways for the Santa Clara Valley Transportation Authority to build a great transportation network. *Freedom to Move* offered seven strategies for better transit, cycling and walking.
- Proposed a bold vision for land use planning at San Jose's first BART station. *The Future of the Berryessa BART Station* outlined six ways to make this a memorable, walkable place in its own right.

POLICY IMPACTS

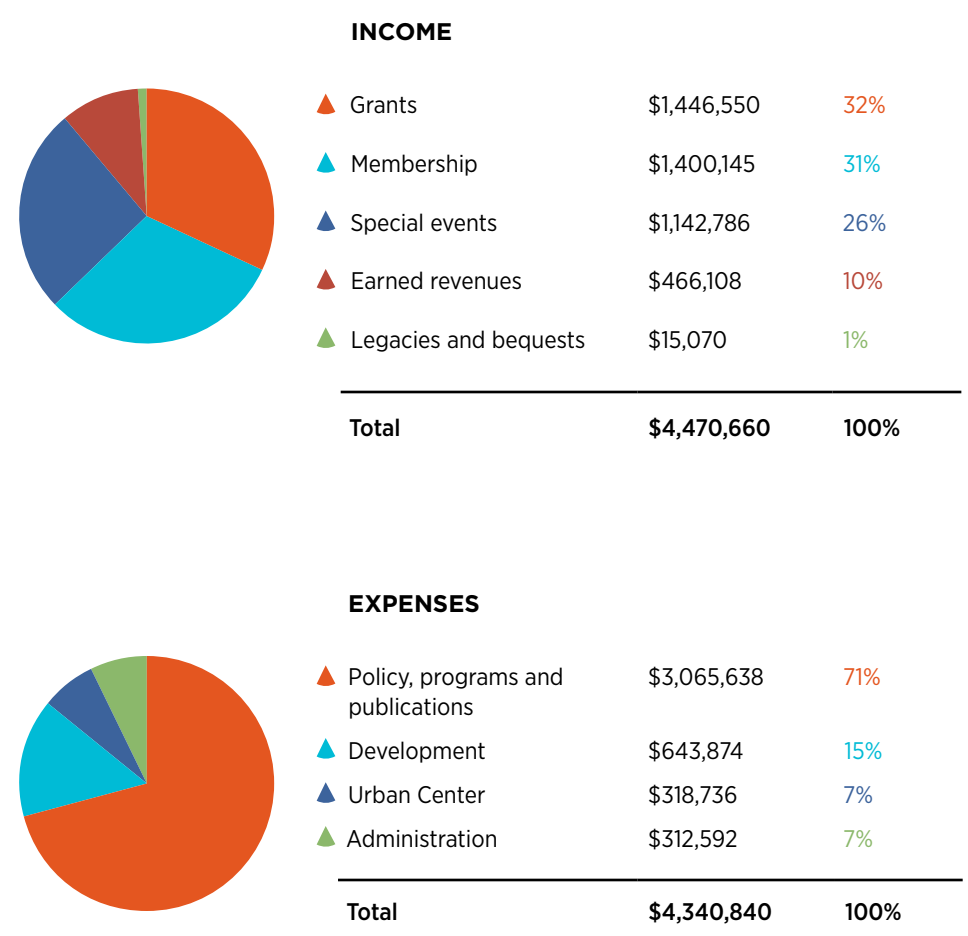
This year we:

- Championed the successful passage of the Diridon Station Area Plan, a critical opportunity to build jobs and housing near a major transit hub.
- Worked to support the existing North San Jose Urban Design Guidelines through committee meetings and charrettes with city leaders and stakeholders.
- Advocated for transit improvements, such as light rail efficiency, bus rapid transit, the electrification of the Caltrain system and BART to Silicon Valley.
- Convened the Urban Catalyst Team, a group of downtown business, civic and government leaders, to expand the dialogue on downtown revitalization.
- Provided expertise and feedback of draft Urban Village plans and processes.

FINANCE

2013-14 FISCAL YEAR

SPUR INCOME AND EXPENSES



LETTER

IDEAS AND ACTION FOR A BETTER CITY



We are living through a time of remarkable change. The Bay Area continues to generate ideas, companies and jobs — but this transformative growth is putting enormous strains on our urban systems.

America is in love with cities again. But here in the walkable, urban parts of the Bay Area, the combination of our economic strength and our high quality of life is leading to astronomically high housing costs and overburdened transportation systems.

We have spent the past year trying to navigate these strains while keeping an eye on our long-term agenda of sustainable, equitable urbanism. We continue to believe that the job-creation engine of the Bay Area economy is a good thing. The problem lies in our failed housing policies and our under-funded transit systems.

Our job is to provide solutions to urban problems, and we’ve helped make progress on some absolutely critical issues this year, from raising San Francisco’s minimum wage to passing a \$500 million transportation bond. We have deepened our region-wide work on climate change and economic development. And we have set forth an urban agenda for San Jose, where we are piloting a new set of transportation, land use and urban design solutions.

On the core issue of housing affordability, however, we have had only partial success at best. SPUR has advocated for a clear approach that increases affordable, subsidized housing while also adding to the overall housing supply at all income levels. If this were easy to accomplish, it would be done by now. It’s going to take a long time and a lot of work, but we will stay with this issue for as long as it takes.

We live in one of the greatest places on the earth, and the problems we face come with the territory. Thank you for investing in our work to promote ideas and action for a better city.

Gabriel Metcalf
President & CEO

SPUR Annual Contributors

We gratefully acknowledge the generous contributions to SPUR’s operating funds made by the following organizations and individuals.

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, 2013, and September 30, 2014.

Foundations & Grant Support

11th Hour Project
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East Bay Community Foundation
Feldman Family Foundation
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In your opinion, what’s the biggest challenge facing the Bay Area right now? Learning to think, plan and act as a megaregion. We all drink the same water, breathe the same air, travel the same highways, enjoy the same natural amenities and compete for the same jobs and housing. In this growth cycle more than the last, the world is increasingly more mobile, and overbuilding could really hurt this place.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? Putting policies in place for adaptation to sea level rise. We need to set priorities in protecting existing urban areas and implement technologies vital for future sustainable development in places like this around the world.

What’s a recent innovation or project that makes you excited about the future of cities? Increasing awareness of the need to evaluate, plan for and implement projects to improve

urban resiliency to major disasters. For example, the UN Disaster Resilience Scorecard initiative and The Rockefeller Foundation’s 100 Resilient Cities Challenge.

What SPUR initiative are you most passionate about? SPUR’s increased regional leadership and expansion to San Jose and Oakland to address integrated planning, smart development, growth, transportation needs, affordable housing and energy and resource demands from a comprehensive Bay Area perspective.

What’s your best-kept local secret? There is a lot less fog in the Inner Richmond District than everyone thinks. And Golden Gate Park at the site of the museums is among the most civic places in the city.

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This year SPUR received a generous bequest made by Florence McCormack Scarlett and Samuel Lloyd Scarlett, M.D. A loyal donor to SPUR, Samuel passed away in November of 2011 at the age of 96. He and Florence, who died in 2001, were married for 57 years. A graduate of Stanford University and Medical School, Samuel was chief assistant surgeon and clinical professor at St. Bartholomew’s Hospital and Medical School in London, England, and served on the USS New Jersey as a junior medical officer during the war in the Pacific. He practiced internal medicine and immunology in San Francisco for 41 years.

We are grateful to Samuel and Florence Scarlett and to everyone who remembers SPUR through a planned gift. Their support strengthens and ensures the future of our organization and the Bay Area.

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A portrait of a woman with dark, wavy hair, smiling warmly. She is wearing a light-colored blazer over a dark top with a small white pattern. The background is dark and out of focus.

Teresa Alvarado

*Deputy Administrative Officer, Santa Clara
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In your opinion, what's the biggest challenge facing the Bay Area right now? The drought and the long-term water supply, without which the region will not be sustainable. It's difficult to focus on long-term issues when people are trying to get by day to day, but this drought is a reminder of the critical need for investment in water infrastructure.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? BART to San Jose. Traffic is becoming untenable again, which inhibits people's movement and quality of life and requires Bay Area commuters to rely on, and spend far too much on, cars.

What's a recent innovation or project that makes you excited about the future of cities?
San Jose's Urban Villages Plan is a reminder that we can all live more simply and compactly. My husband and I are selling our ranch style home on a big lot and buying a townhouse. It's time to downscale so we can live the urban lifestyle we like.

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What SPUR initiative are you most passionate about? Good government. As a (relatively new) public employee, I am repeatedly struck by how smart and talented our staff members are and how hard they work to provide services that are very much behind the scenes. Particularly in a special district, our efforts can be anonymous. I'm proud of my agency and hope to spur others to believe in the institutions and people serving the public.

What's your best-kept local secret? Alum Rock Park. It's my favorite place. As a former avid trail runner, I have had some very special zen experiences there.

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Fran Weld

*Director of Real Estate, SF Giants
SPUR Board of Directors*

In your opinion, what’s the biggest challenge facing the Bay Area right now? There are some divisions surrounding the best way to preserve what’s wonderful about our region and still grow for the future. We may all be better served by people who disagree coming together to find a productive solution.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? High-speed rail. I grew up on the East Coast where you can easily pop from downtown Boston to New York or Philadelphia to D.C. Train travel is critical to sustainable economic development and urban connectedness. It’s an area where California is embarrassingly behind the curve.

What’s a recent innovation or project that makes you excited about the future of cities? Collaborative consumption has the potential to really change how cities function. Sharing cars, bikes, camping equipment — even babysitters! — with your neighbors is becoming

more feasible and popular. This further makes the case for urbanism as the most sustainable lifestyle, while simultaneously increasing community connectedness.

What SPUR initiative are you most passionate about? SPUR is working right now with the Dutch government, the San Francisco Bay Conservation and Development Commission, and the Port of San Francisco to explore the impacts of sea level rise on the San Francisco Bay. I think that the inter-agency public-private collaboration is a terrific model for how these tough, interdisciplinary problems need to be addressed in order to have any chance of success.

What’s your best-kept local secret? Courtney’s Produce at 14th and Castro in SF is testament to how important one little family-owned corner store can be for a community — strengthening the ties of a neighborhood and creating deep civic pride. The fresh juices and cinnamon bread are my favorite in town.



Jeffrey Tumlin

Principal, Nelson\Nygaard
SPUR Board of Directors

In your opinion, what’s the biggest challenge facing the Bay Area right now? In cities throughout the region, it’s illegal to create the walkable neighborhoods people are increasingly demanding. The result: absurdly high housing prices in San Francisco and horrible traffic congestion everywhere else.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? I want all parents in the region to know that their kids can walk or bike safely to school. The 1,000 small projects necessary to make walking delightful are more important than any megaproject. If we can make walking comfortable for everyday trips, everything else will work just fine.

What’s a recent innovation or project that makes you excited about the future of cities? I love the proliferation of services that allow me to have access to a car whenever I need one — without having the hassle of owning, insuring and parking one.

What SPUR initiative are you most passionate about? The Ocean Beach Master Plan is exactly the sort of practical, forward-thinking, integrated work SPUR does best. It takes a hard look at sea level rise and infrastructure protection and proposes solutions that improve the Ocean Beach area for surfers, endangered birds, neighborhood residents, commuting motorists, cyclists, zoo visitors and others.

What’s your best-kept local secret? The electric-assist bikes at the New Wheel on Cortland Street are the perfect SF commute tool, effectively flattening the city’s topography and making it easy to haul a week’s worth of groceries. Also, the daily special bento at the JapaCurry food truck is delicious and allows you to avoid the line and cut straight to the back window.

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Alicia Johnson
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In your opinion, what’s the biggest challenge facing the Bay Area right now? Short term, it’s the lack of local political leadership on substantive issues. Long term, climate change and the resulting sea level rise are right around the corner (on a planning and infrastructure timeline). And we are not moving as a region to figure out what to do about it.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? The revitalization of the Bayview/Hunters Point area and finally having it be a vibrant, integral part of San Francisco.

What’s a recent innovation or project that makes you excited about the future of cities? Anything that fosters resiliency, like the Transition Towns movement, which builds resilience at a local level in response to climate destruction, economic instability and the phasing out of fossil fuels.



Ed Harrington

Treasurer, SPUR Board of Directors

What SPUR initiative are you most passionate about? I'd like to pick two:

The urban vision for San Jose: If we can help a community that has been built around the automobile truly become an urban place, there is hope for many cities in the U.S.

The Food Access Project: Having a larger view of the issue — not just looking at healthy food availability, but also financial resources to afford good food and the cultural and skill aspects of buying and cooking healthy food — has great potential.

What’s your best-kept local secret? I think everyone likes to walk the various street steps in San Francisco. A little less known are the wonderful Pemberton steps leading up to Twin Peaks. A healthy enjoyable walk.

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J. Hulett Jones	Kang Kiang	Paul Krupka	Hanns Lee	Helen Lippert	Amie MacPhee	Pamela Mathis	Sean C. McFeely	Laura Messier	John Mix	Richard Morrison	Naomi Nakano-Matsumoto
Melissa Jones	Allison Kidd	Piper Kujac	Helen Lee	Thomas Little	Dean Macris	Nancy Mathison	Daniel McGarry	Gabriel Metcalf & Elizabeth Sullivan	April Mo	Ai Lin Morten	Linda Nakasone
Michael C. Jones	Miro Kielbus	Richard Kunnath	In-Sung Lee	Jody Littlehales	Mark Macy	Benjamin Matranga	Kate McGee	Sydney Moe	Sydney Moe	Steve Morton	Monica Nanez
Stuart Jones	Donald H. Kieselhorst	Robert Kuo	Jacqueline Lee	Heather Littlejohn	Ian Maddison	Julie & Mel Matsushima	Kathleen McGinley	Alex C. Meyer	Susan Moffat	Laura Mosca	Hari Narayanan
Teri Jones	Lydia Kiesling	Sailaja Kurella	Justin Lee	Mei Kuen Liu	Masharika Prejean Maddison	Lauren Mattern	Ariel McGinnis	William T. Meyer	Amanda Moffitt	Janine Moss	Andrew B. Nash
Jennifer Jong	Seth Kilbourn	Katherine Kurtak	Olson Lee	Kathleen Livermore	Joen Madonna	Diana Matthew	Paul McGrath	Donna Meyers	Jonathan Moftakhar	Sam Moss	J. Madeleine Nash
Jeff Joslin	Kevin Killen	Pamela Kurz	Otto E. Lee	Daniel Livsey	Mayra Madriz	Glenna Matthews, Ph.D.	Robert McGrew	Robert M. Meyers	Menaka Mohan	Willett Moss	Kim Nash
Lourdes Juarez	Anna Killgore	Lev Kushner	Peter L. Lee	Jeremy Lizt	Larry Madsen	Robert Matthews	Colleen McHugh	Susan Miao	Gretchen Mokry	Zakiya Moten	Jesus Nava
Joanna Julian	J.R. Killigrew	Nancy Kusich	Richard & Patricia Lee	Alicia Lo	David J. Madson	Karen Mauney-Brodek	Daniel McHugh	Claire Michaels	Michael Molecky	Barbara Moy	Vianey Nava
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Holden Karnofsky	Jordan Klein	Vivian Lan	Heather Lerner	Nikki Lowy	Kirsten Mandt	Mark McCaustland	Brian Meinrath	Mary Anne Miller	Ned Moran	Danielle Murray	Bryce Neuman
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Thor Kaslofsky	Donald Klingbeil	Kerry Lange	Niko Letunic	Elaine Lu	Morgan L. Mann						
Jonathon Kass	Michael Kloefkorn	Kerry Lange	Christel Leung	Lisa Lu	Jan Manni						
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Jonathan Kelly	George Koster	Charley Lavery	Catherine (Katy) Liddell	Douglas Lynn	Nora Martin						
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Hydra Mendoza

*Mayor's Education and Family Services Advisor,
Office of Mayor Ed Lee
SPUR Board of Directors*

In your opinion, what's the biggest challenge facing the Bay Area right now? Affordable housing, particularly for low- and middle-income families.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? The Blue Greenway, which would be the Crissy Field of Southeast San Francisco and would run continuously along the waterfront from China Basin/Mission Bay to the southern border of Bayview-Hunter's Point. Connecting communities through bike/walking/running paths and recreation space along a forgotten waterfront would be amazing!

What's a recent innovation or project that makes you excited about the future of cities? Better, more and free public access to parks in a variety of places across cities, from waterfront to major corridors and low-income neighborhoods. I appreciate the coordinated

efforts of public-private partnerships and the spirit of people working together to make this happen.

What SPUR initiative are you most passionate about? I have been truly impressed with SPUR's range of important projects and initiatives. I find the work on the Bay Area-wide Economic Prosperity Strategy most fascinating.

What's your best-kept local secret? The San Francisco Unified School District will be renovating, maintaining or improving nearly all of our school buildings through the generous support of three bond measures. The upgrades are invaluable for our students and teachers and will add value to our neighborhoods and communities. Look out for the new Willie Brown Academy School coming in 2015.



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Heather Newbold	Hector Ochoa	Allison Owens	Johanna Patri	April Philips	Christopher Porto	Angela Rando	Gerald Robbins	Atsushi Michael Saffen	Derrick Seaver	Kent Sims	Jessica Stanley
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Christopher Noceti	Christina B. Olson	Caroline Park	Ray Pendro	Colin Piper	Kevin Quach	Veronica Hinkley Reck	Maryanna Rogers	Alison Sant-Johnson	Leah Shahum	Tom Slezak	Jonathan Stern
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Luke Norman	John Oram	Gretchen Parker-Taylor	Evan Perkins	Tamsen Plume	Leslie Quint	Bobby Reich-Patri	Lee Romney	Helen Sause	Richard Shapiro	Anthony Smith	Peg Stevenson
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Rita Norton	Roberto Ordenana	Daniel Parolek	Michael Plump	Liz Pocock	Michael Rabanal	Delia Reid	James Reber	Shadde Rosenblum	Ritu Sharma	Brooke Ray Smith	Cianna Stewart
Caroline Nowacki	Anne Ording	Mariana Parreiras	John C. Plytnick	David Podger	Jackson Rabinowitsh	Rick Reid	Sarah Rogers	Ben Rosenfield	Sweetey Sharma	Catherine Smith	Jessie Stewart
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Melanie Nutter	Vivian Cristina Ortiz	Greg Pasquali	Steve Perry	Susan Poliwka	John Rahaim	Gary Scharlach	Ben Rosenfield	Spencer Sheaff	Kurt Smith	Kurt Smith	Todd Stimpson
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Marnie O’Bannon	Bruce Osterweil	Josh Petersen	Robert Petersen	Michael Poreda	Robert Ramirez	Eliza Scheffler	Ben Rosenfield	Zachary Shepard	Sam Smith	Sam Smith	Jeanne Storck
Jeff Oberdorfer	Aoife O’Sullivan	Bijal Patel	Tabatha Petersen	Michael Poremba & Ania Moniuszko	Monica Ramirez-Montagut	Joshua Schiffer	Ben Rosenfield	Lauren Sherman	Suzanne Smith	Michael Smithwick	Alex Storer
Kimberly Obstfeld	Chelsea Otakan	Neal Patel	Blake Peterson	Michael Poremba & Ania Moniuszko	Angelica Ramos	Michelle Schiffrin	Ben Rosenfield	Patrick Sherry	Suzanne Smith	Michael Smithwick	Chloe Stotler
Jolie Ocampo	Patrick Otellini	Scott Paterson	Mike Peterson	Michael Poremba & Ania Moniuszko	Chris Ramos	Serena Schiller	Ben Rosenfield	Mohit Shewaramani	Michael Smithwick	Richard Smoke	Kelley Stough
Ellena Ochoa	Robert Otsuka	Barbara Patinkin	Emily Peterson	Michael Poremba & Ania Moniuszko	Rebecca Rhine	Gary Schilling	Ben Rosenfield	Ann Smulka	Ann Smulka	Ann Smulka	Genie Stowers
	Gay Outlaw	Bruce Paton	Gina Phelan	Michael Poremba & Ania Moniuszko	Abigail Ramsden	Pauline Schindler	Ben Rosenfield	Connie Smyser	Michael Shields	Connie Smyser	Michel St. Pierre
	Doug Overman		Regina Phelps	Michael Poremba & Ania Moniuszko	Leena Randhawa	Jessy Kate Schingler	Ben Rosenfield	Jennifer Sobol	Ed Shikada	Jennifer Sobol	Erik Strahm
				Michael Poremba & Ania Moniuszko		John Schlenke	Ben Rosenfield	Linda Sobota	Alex Shim	Linda Sobota	David Strain
				Michael Poremba & Ania Moniuszko		Anna Shimko	Ben Rosenfield	Diana Sokolove	Anna Shimko	Diana Sokolove	Ken Stram
				Michael Poremba & Ania Moniuszko		Stephanie Shin	Ben Rosenfield	Hanne Strandvall-Oliva	Stephanie Shin	Stephanie Shin	Gayle Strang
				Michael Poremba & Ania Moniuszko		Jay Sholl	Ben Rosenfield	Michele D. Stratton	Jay Sholl	Jay Sholl	Adam Straus
				Michael Poremba & Ania Moniuszko		Zac Shore	Ben Rosenfield	Debbie Sommer	Zac Shore	Zac Shore	Adam Straus
				Michael Poremba & Ania Moniuszko		Carla Short	Ben Rosenfield	Ingrid Stromberg	Carla Short	Carla Short	Ingrid Stromberg
				Michael Poremba & Ania Moniuszko		Elizabeth Shreeve	Ben Rosenfield	Ben Strumwasser	Elizabeth Shreeve	Elizabeth Shreeve	Ben Strumwasser
				Michael Poremba & Ania Moniuszko		Megan Shrubsole	Ben Rosenfield	Kim Stryker	Megan Shrubsole	Megan Shrubsole	Kim Stryker
				Michael Poremba & Ania Moniuszko		Elaine Shusterman	Ben Rosenfield	Christopher Stuart	Elaine Shusterman	Elaine Shusterman	Christopher Stuart
				Michael Poremba & Ania Moniuszko		Donald Sibbett	Ben Rosenfield	Laura Stuchinsky	Donald Sibbett	Donald Sibbett	Laura Stuchinsky
				Michael Poremba & Ania Moniuszko		David Siegel	Ben Rosenfield	Robert Sturdivant	David Siegel	David Siegel	Robert Sturdivant
				Michael Poremba & Ania Moniuszko		Bill Souders	Ben Rosenfield	David T. & Barbara M. Styles	Sue Siegel	Sue Siegel	David T. & Barbara M. Styles
				Michael Poremba & Ania Moniuszko		William Siembieda	Ben Rosenfield	Kamala Subbarayan	William Siembieda	William Siembieda	Kamala Subbarayan
				Michael Poremba & Ania Moniuszko		Jacob Sigg	Ben Rosenfield	Andrew Sullivan	Jacob Sigg	Jacob Sigg	Andrew Sullivan
				Michael Poremba & Ania Moniuszko		Stephen Silberstein	Ben Rosenfield	Charles Sullivan	Stephen Silberstein	Stephen Silberstein	Charles Sullivan
				Michael Poremba & Ania Moniuszko		William Spangler	Ben Rosenfield	Dennis Sullivan	William Spangler	William Spangler	Dennis Sullivan
				Michael Poremba & Ania Moniuszko		Bryant Sparkman	Ben Rosenfield	Edward Sullivan	Bryant Sparkman	Bryant Sparkman	Edward Sullivan
				Michael Poremba & Ania Moniuszko		Joe Speaks	Ben Rosenfield	Mimi Sullivan	Joe Speaks	Joe Speaks	Mimi Sullivan
				Michael Poremba & Ania Moniuszko		Roman Speron	Ben Rosenfield	Tara Sullivan	Roman Speron	Roman Speron	Tara Sullivan
				Michael Poremba & Ania Moniuszko		Raphael Sperry	Ben Rosenfield	Timothy Sullivan	Raphael Sperry	Raphael Sperry	Timothy Sullivan
				Michael Poremba & Ania Moniuszko		Steven Spickard	Ben Rosenfield	Jesse Sung	Steven Spickard	Steven Spickard	Jesse Sung
				Michael Poremba & Ania Moniuszko		Andrew Spiering	Ben Rosenfield	Felix Surjadjaja	Andrew Spiering	Andrew Spiering	Felix Surjadjaja
				Michael Poremba & Ania Moniuszko		Maureen Spitz	Ben Rosenfield	Kathy Sutherland	Maureen Spitz	Maureen Spitz	Kathy Sutherland
				Michael Poremba & Ania Moniuszko		Ian Spivey	Ben Rosenfield	James R. Sutton	Ian Spivey	Ian Spivey	James R. Sutton
				Michael Poremba & Ania Moniuszko		Paige Sprincin	Ben Rosenfield	Lucille Sutton	Paige Sprincin	Paige Sprincin	Lucille Sutton
				Michael Poremba & Ania Moniuszko		Erin Squires	Ben Rosenfield	J. April Suwalsky	Erin Squires	Erin Squires	J. April Suwalsky
				Michael Poremba & Ania Moniuszko		Ross Stackhouse	Ben Rosenfield	Eri Suzuki	Ross Stackhouse	Ross Stackhouse	Ken Suzuki
				Michael Poremba & Ania Moniuszko		Richard Stacy	Ben Rosenfield	Karl Sveinsson	Richard Stacy	Richard Stacy	Karl Sveinsson
				Michael Poremba & Ania Moniuszko		Sandy Stadtfeld	Ben Rosenfield		Sandy Stadtfeld	Sandy Stadtfeld	
				Michael Poremba & Ania Moniuszko		Jeff Stahl	Ben Rosenfield		Jeff Stahl	Jeff Stahl	
				Michael Poremba & Ania Moniuszko		Nathan Stalnaker	Ben Rosenfield		Nathan Stalnaker	Nathan Stalnaker	



Rob Steinberg

FAIA
President & CEO, Steinberg Architects
Chair, SPUR’s San Jose City Board

In your opinion, what’s the biggest challenge facing the Bay Area right now? The lack of a regional perspective from individual city municipalities. An efficient, integrated regional transportation network would be a big plus for the region.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? At the risk of offending all my East Bay friends, I would like to see the Athletics baseball team relocate to downtown San Jose. It is precisely the big catalyst needed to ignite significant developments that would energize downtown.

What’s a recent innovation or project that makes you excited about the future of cities? The new Epiphany Hotel we designed recently opened in downtown Palo Alto. It is one of several new projects that reflect how high-quality, sophisticated urban design is evolving the character of many of the peninsula’s downtowns.

What SPUR initiative are you most passionate about? I am very excited about SPUR’s growing role in the urban design of downtown San Jose. I hope SPUR will be viewed by the development community as an important design advocate for new developments and be invited to participate in early discussions on important projects in the urban core.

What’s your best-kept local secret? Lunch on the patio at the Race Street Seafood Kitchen. Or a Steinberg Sting cocktail at Lure + Till.

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In your opinion, what’s the biggest challenge facing the Bay Area right now? The need for more affordable housing in close proximity to jobs, transit and key services. We have kept transportation affordable, but it’s not well-integrated in terms of fares, connections and information. Also, increased ridership is straining our systems. It’s time to re-invest in new capacity.

If you could wave a magic urbanism wand and have one long-term project completed tomorrow, what would it be? Our plans for blending Caltrain and high-speed rail will bring tremendous benefits to our cities, region and state over the coming years. We need to electrify Caltrain and extend it to the Transbay Transit Center in San Francisco. This lays the groundwork for high-speed rail service between SF and San Jose, the Central Valley and Los Angeles.

What’s a recent innovation or project that makes you excited about the future of cities? California’s climate protection legislation is spurring conversations about truly integrated land use and transportation plans and new,

sustainable revenue sources for housing and infrastructure. In California and nationally, we are also starting to look at things like highway tolling and mileage-based user fees to replace the gas tax, which is an inadequate and declining source of transportation revenue.

What SPUR initiative are you most passionate about? It is truly exciting to see San Francisco adding thousands of housing units and jobs near transit that have innovative sustainability features like car-sharing, bike-sharing, parking management and household transit passes. SPUR has helped to make all of that happen.

What’s your best-kept local secret? I am fairly obsessed with Arinell Pizza, which I discovered as a student in Berkeley but now frequent in the Mission to get my fix of authentic NY-style goodness.

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