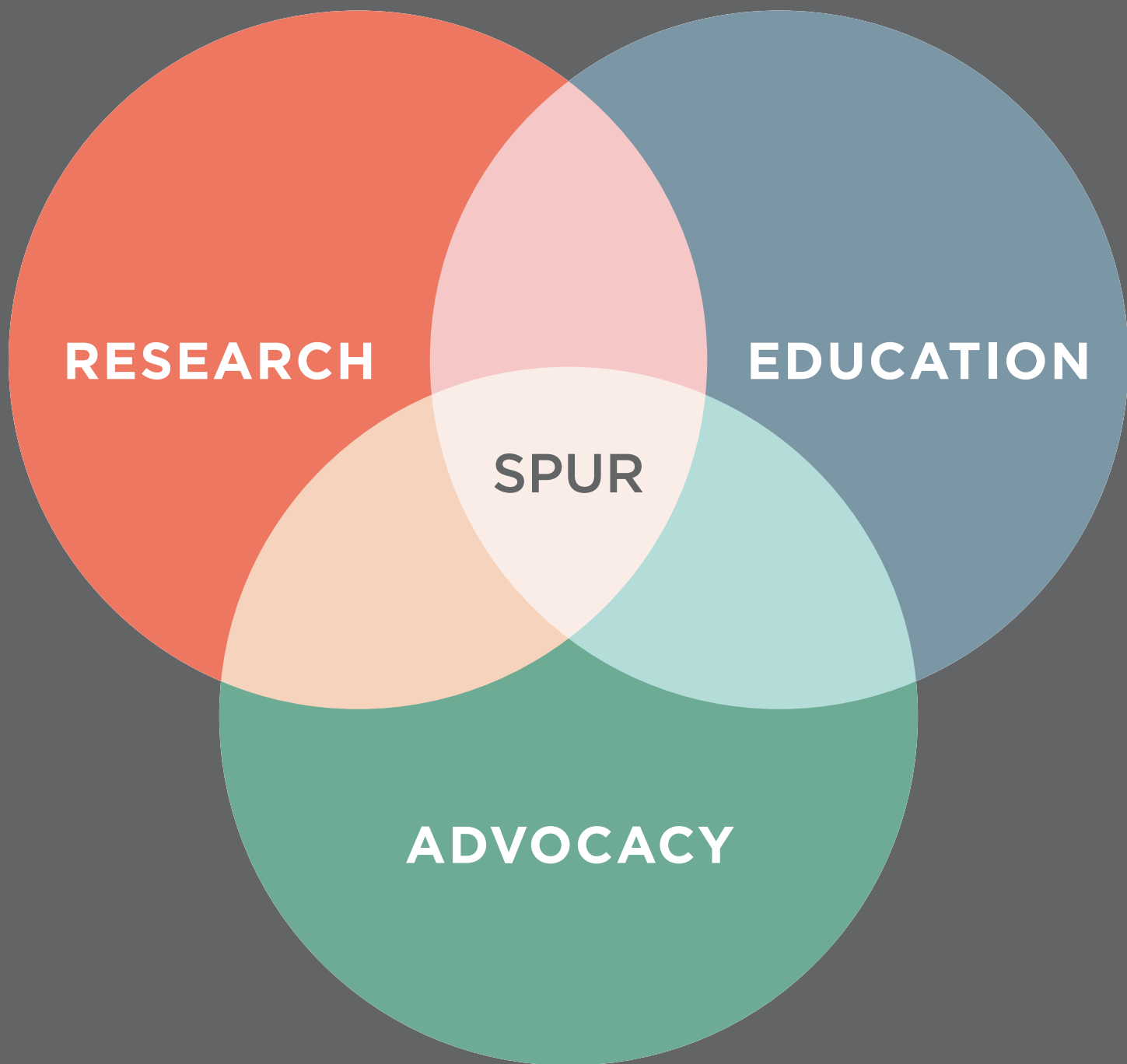






**SPUR brings
people together
to develop
solutions to the
big problems
cities face.**



**We work across
the Bay Area,
with offices in
San Francisco,
San Jose and
Oakland.**

An aerial photograph of a city street scene. In the top left, a black car is partially visible. Below it, a yellow bus stop shelter stands on the sidewalk. Several people are walking on the sidewalk, some carrying bags. Bicycles are parked in racks and on the ground. A blue table with various items on it is in the bottom right. The text 'We do our work in three ways:' is overlaid in large white letters on the top left.

We do our work in three ways:

9 Research

We identify pressing problems and develop strategies to solve them.

14 Education

We engage people in the life of their city.

21 Advocacy

We work with decision-makers to get our proposals put in to practice.



RESEARCH

◀ **SPUR Report: *Seamless Transit***

The Bay Area’s public transit system is notoriously fragmented. Riders contend with more than two dozen different operators with divergent maps, schedules and fares — not to mention uncoordinated capital planning and investment. SPUR’s report *Seamless Transit* proposed a set of recommendations to make the region’s transit function like one rational, easy-to-use system. Our proposals gained support from Bay Area residents, employers and city leaders who want to grow transit usage. It also sparked a national conversation, with coverage in *The New York Times* and *The Washington Post*. In response to the study, transit agencies and the Metropolitan Transportation Commission have begun collaborating to coordinate their transit information, create regional fare passes that work on multiple operators and design new transit hubs for seamless connections.

Getting to Key South Bay Destinations

Santana Row and Valley Fair are magnets for millions of visitors who come to shop, eat, work and people-watch every year. Due to their economic success, both are planning to expand. A case study in retrofitting suburbia, these retail and entertainment destinations bump up against low-density development and are primarily accessible by car only. We asked the question: How can it be easier for people to get to, from and through Santana Row and Valley Fair without having to drive alone — or even drive at all? SPUR convened a workshop and called for policies, programs and incentives that can help people get from place to place. We are pleased that the city is now working with the developers to implement a transportation demand management program and invest in improvements in the area for *all* transportation modes.

SPUR Report: *A Downtown for Everyone*

SPUR completed its trilogy of policy reports on the downtowns of the Bay Area’s three central cities with *A Downtown for Everyone*, recommendations for the future of downtown Oakland. This was the first publication from SPUR’s Oakland office. In it we argued that downtown Oakland has the transportation infrastructure and land availability to support significant growth, but it needs the right rules and vision in place to shape that growth in a way that will benefit everyone. Our goal was to influence the City of Oakland’s Downtown Specific Plan process, which kicked off at the end of 2015. The report garnered significant media coverage and has framed many of the key issues in Oakland, including preserving space for employment downtown, requiring impact fees for new development and re-envisioning older infrastructure like Interstate 980.



◀ **Stronger Regional Planning for the Bay Area**

Many of the Bay Area's big challenges result from our failure to plan for growth in the places where we've invested in transportation. Part of the problem is that one regional agency focuses on land use (the Association of Bay Area Governments, or ABAG) while another focuses on transportation (the Metropolitan Transportation Commission, or MTC). When MTC proposed merging the planning departments of the two agencies, it opened up a discussion about the future of regional planning in the Bay Area. SPUR spent many hours in conversation with ABAG and MTC, as well as leaders outside of government, and produced our own report arguing for a full merger of the two agencies. Ultimately, ABAG and MTC voted to move forward with a study of a full merger.

A Roadmap for St. James Park ▶

San Jose’s St. James Park dates from the 1870s, but in recent years it has been hampered by neglect and homelessness. To develop a strategy for transforming the park, SPUR worked with MJM Management to engage city departments and local stakeholders. Drawing on national models, we mapped out a multi-phase process to capture revenue from booming development nearby and create a St. James Park Conservancy to enhance maintenance, programming, park use and capital improvements. In response to our recommendations, the San Jose City Council passed key legislation to establish this framework, which will help turn St. James Park into the gem the city deserves.

Envisioning a Second Transbay Rail Crossing

This year Bay Bridge traffic delays and transbay BART ridership broke all records. Significant investments are being made in the core transportation network over the coming years, such as three-door train cars for BART, the modernization of Caltrain and the construction of the Transbay Transit Center. But transit may still burst at the seams in the Transbay Corridor thanks to continued population and job growth. Regional conversations about a second transbay rail crossing have prompted leaders including the mayors of San Francisco and Oakland to call for further study. Through research and convening, SPUR is leading a dialogue on how to design a second rail crossing in a way that will help cities on both sides of the Bay grow gracefully and become more connected.

SPUR Report: *Healthy Food Within Reach*

One in 10 adults in the Bay Area struggle to consistently find three meals a day; more than half of all adults are overweight or obese; and many of the region’s residents live in neighborhoods where fast food and convenience stores abound, while grocery stores are scarce. In February 2015, SPUR published *Healthy Food Within Reach*, with broad strategies and specific recommendations to help local policy makers make it easier for Bay Area residents to find, afford and choose healthy food. To advance one of the report’s main recommendations, SPUR is now organizing a pilot project for improving the affordability of fruits and vegetables for low-income families in grocery stores.



EDUCATION

SPUR Comes to Oakland ▶

In 2015, SPUR began working in Oakland. We published our first Oakland policy report, *A Downtown for Everyone*, and launched a hugely popular series of public programs around the city. The demand for SPUR events quickly made it clear that our growing Oakland-based community would need a permanent home. So in early 2016, we opened our doors at 1544 Broadway, a place for the Oakland community to come together around urban issues and help shape the future of the city. In the coming years, our downtown storefront location will allow us to greatly expand our calendar of forums and community gatherings, develop more original programming and inaugurate exhibitions. We are extremely gratified by Oakland's warm welcome and ready to roll up our sleeves and get to work.

OUR HEARTFELT THANKS TO THOSE WHO MADE THE OPENING OF SPUR OAKLAND POSSIBLE:

The S. D. Bechtel Jr. Foundation
The Clarence E. Heller Charitable Foundation
The Wallace Alexander Gerbode Foundation
The Walter & Elise Haas Fund
TCA Architects
Gensler
Lowney Architecture
Integral Engineering
California Commercial and Investment Group
Signature Development Group

BRIDGE Housing
1544 Events
BluePrint Studios
Chop Bar
City Slicker Farms
Walk Oakland Bike Oakland
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Numi Tea
Bittersweet Cafe
Hugh Groman Catering

Shaping the Future of Downtown Oakland

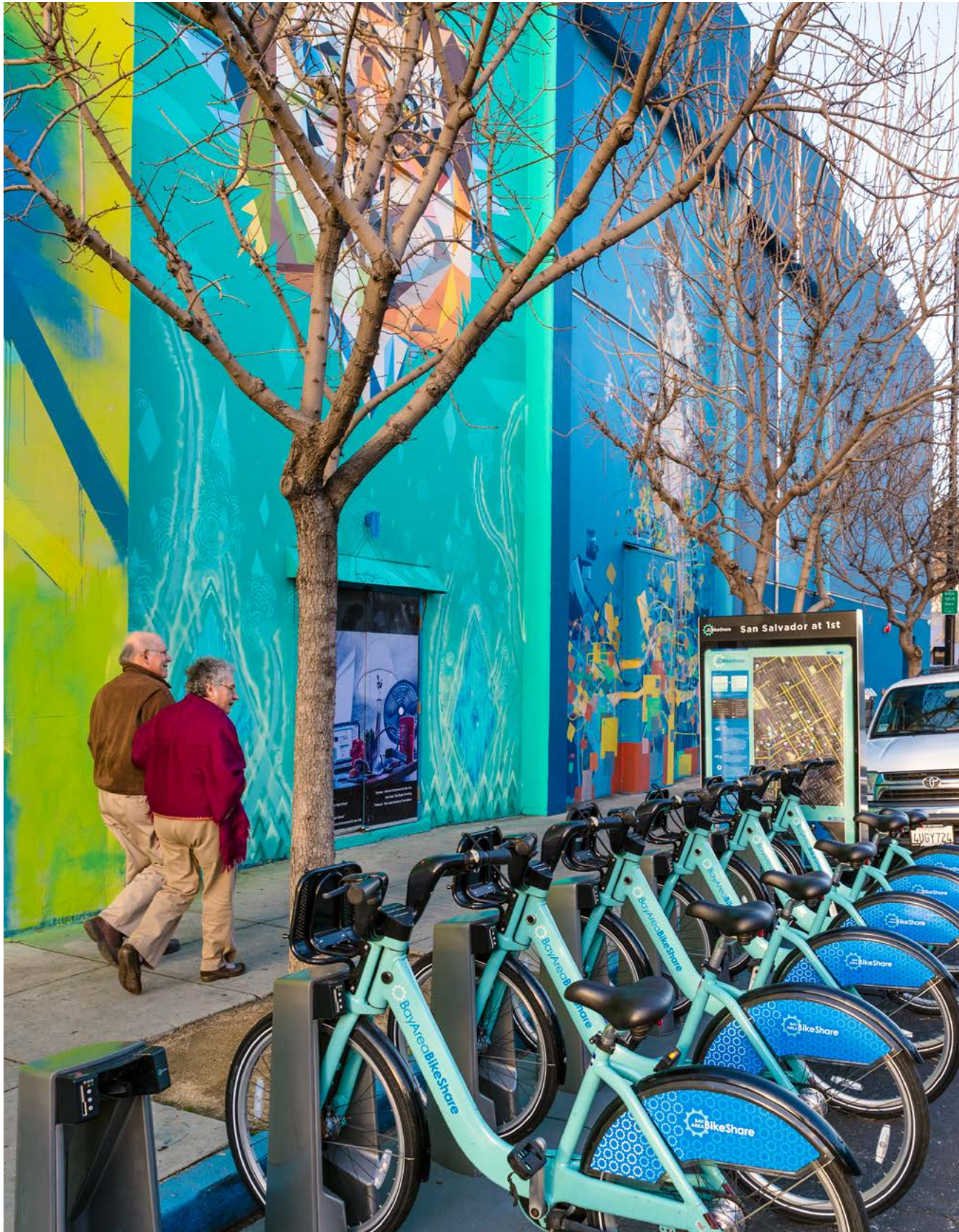
In a fitting first event at our new 1544 Broadway home, SPUR hosted a major public outreach effort for the City of Oakland: a weeklong open studio for the Downtown Oakland Specific Plan. The multi-day charrette offered a great opportunity for Oaklanders to share their vision for how their downtown should evolve as a place. Over the eight days, hundreds of people came and helped provide guidance on downtown's future, linking land use, transportation, economic development, public spaces, cultural arts and social equity.





▲ Empowering San Francisco Voters

Each election, SPUR provides in-depth analysis and recommendations for every measure on the San Francisco ballot. Thousands of voters rely on the SPUR Voter Guide for informed recommendations that focus on outcomes, not ideology. This year, in an election dominated by the city's housing crisis, voters agreed with all of SPUR's positions on housing-related measures. We are encouraged by what appears to be a broad pattern of voter support for creating more housing for residents at all income levels.



◀ Finding the Way to Downtown San Jose

Our 2014 report *The Future of Downtown San Jose* encouraged the city to bring more people and activity downtown by investing in clearer signage, more real-time transit information and better design. With support from the Knight Foundation, the city is now taking big steps to make that happen. In partnership with experts from Walk [Your City] and City ID, San Jose is working on a permanent wayfinding system for downtown. SPUR supported the effort by hosting City ID for a series of walk audits and charrettes that focused on understanding pedestrian needs. In advance of the new wayfinding system, the research was road-tested by an estimated 1 million people when it was used to develop a visitors' map for Super Bowl 50.

Designing a Better Experience for Transit Riders

Making transit work better doesn't have to mean building large, expensive projects. We can make significant system improvements through better visual design alone. To bring together the worlds of design and public transit, SPUR convened Transit+Design, a day of workshops and presentations to explore the future of design and public transportation. Contributors championed the ways that excellent visual design can make transit more effective and shed some light on plans to prioritize quality transportation design here in the Bay Area.

Putting Public Life Back Into Public Spaces

Public space should invite people from all walks of life to meet and spend time together, find peaceful respite or enjoy being "alone together." But why does our public realm often fail to bring us together? With sponsorship from the Knight Foundation, SPUR hosted Gehl Studio's Jeff Risom for a live-broadcast conversation exploring the relationship between built form and public life. More than 500 people joined in, either in person at the SPUR Urban Center or around the region through our online broadcast.

Urbanism From Within

One challenge to solving San Francisco's housing shortage is the close link between the city's identity and a romantic vision of Victorian housing. But what if we could add thousands of new homes without disrupting this image? *Urbanism From Within* — an exhibition co-presented by California College of the Arts, the San Francisco Planning Department and OpenScope Studio — examined how legalizing secondary units within existing housing types could help solve the city's housing shortage.



ADVOCACY

◀ Big Win: SF Voters Support Affordable Housing Bond

In a year when the affordable housing crisis was top of mind for everyone, SPUR helped lead a winning \$310 million bond campaign for affordable housing in San Francisco, gaining support from more than 73 percent of voters. Funds from the bond will help create and preserve affordable housing for low-, moderate- and middle-income San Franciscans, as well as contribute to rehabilitating two HOPE SF public housing developments. Supporting the creation of housing for residents of all income levels is core to SPUR's work, and the housing bond is a big step in the right direction.

Bringing BART to Silicon Valley

BART Silicon Valley is the largest transportation investment that the South Bay will make for decades. The project will bring four BART stations to San Jose at Berryessa (Phase I) and Alum Rock, downtown and Diridon (Phase II). SPUR continues to champion a bold vision for BART station areas by shaping the planning efforts. This year we advocated for federal funding in Washington; supported county sales tax efforts; helped the city look at how people will get to and from stations; facilitated research on the potential for transit-oriented development; and facilitated collaborative planning efforts by bringing together BART, the Santa Clara Valley Transit Authority and city leadership.

A Housing Strategy for Oakland

Oakland Mayor Libby Schaaf established a Housing Implementation Cabinet to make recommendations for addressing the city's housing crisis. The cabinet focused on three efforts: protecting existing low-income residents from displacement by expanding renter protections and making existing renter services work better; converting existing homes to permanent affordability by purchasing and/or rehabilitating units that are home to low-income families; and adding new housing by building new market-rate and affordable housing, as well as establishing new impact fees and creating a policy to guide the use of public lands. SPUR was deeply involved with the cabinet, helping to refine policy proposals and determine targets for housing production and preservation. We look forward to working with the mayor to make the cabinet recommendations a reality in 2016.

Getting the Rules Right for Growth

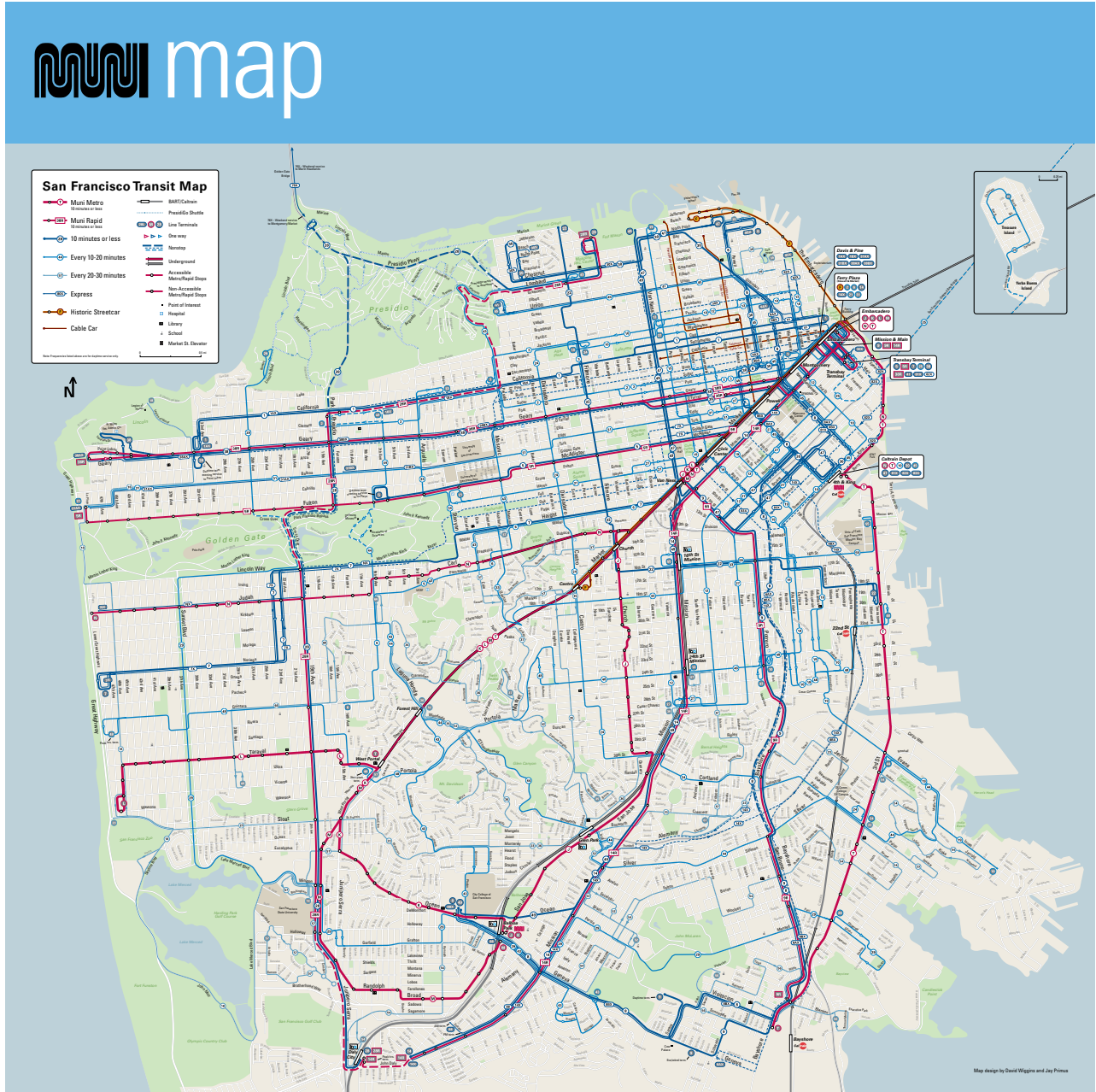
Recent years have seen a flurry of planning advocacy and implementation efforts across San Francisco. While not as headline-grabbing as a ballot measure or a major neighborhood plan, better planning codes and cleaner approval processes help shape a city in profound ways. This year's fine-grained reforms — cleaning up the planning code and designating new transit-oriented commercial districts on Fillmore and Divisadero — will help to improve the quantity and quality of development in San Francisco by reducing parking requirements, removing density limits and giving height bonuses to allow for tall ground floors, which help foster walking. SPUR will continue to support city efforts that push San Francisco's neighborhoods to grow in the right way.

San Francisco Welcomes the In-Laws

This was a big year for in-law units in San Francisco. The city expanded last year's legislation — which allowed new in-law units in the Castro neighborhood — to the whole of Districts 3 and 8, as well as to buildings undergoing mandatory seismic retrofits. SPUR has long supported in-law units as a low-impact way to increase density across the city and meet the housing needs of many kinds of San Franciscans. Of course we'd like to see them permitted across the entire city, but this year's legislation was a big step.

Cracking the Code on Urban Form in San Jose

Municipal codes are the DNA of cities; they generate the physical shape of our buildings and streets and determine whether our neighborhoods are welcoming and walkable — or not. To encourage better buildings and streets in San Jose, SPUR went deep into the city's codes — including the zoning code, fire code, public works code and more — and proposed line-by-line revisions. Our white paper *Cracking the Code* recommended code changes based on an in-depth study of codes and standards in comparable cities around the country. If these changes are enacted, new buildings in San Jose will be more urban, and its streets will be more walkable, all adding up to a better city.



▲ Muni's Great Leap Forward

More than a decade ago, SPUR helped develop a vision for a rapid transit network in San Francisco. That vision evolved to become Muni Forward, a set of projects and policies that have lifted approval ratings for the San Francisco Municipal Transportation Agency to a 10-year high. Muni Forward includes route changes and service improvements (like red transit-only lanes); improved frequency and reliability on the routes that serve most riders; a new, easy-to-read transit map; an updated fleet of vehicles; improved safety and accessibility in line with San Francisco's Vision Zero goal to eliminate traffic deaths; and technology to integrate transit with traffic signals and bring real-time information to riders.

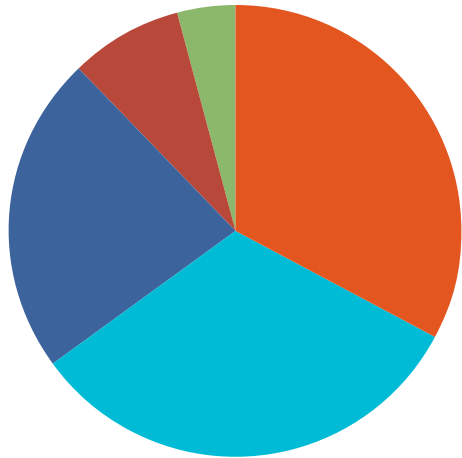


◀ **Planning an Urban Future for San Jose**

One of SPUR's key goals is to help San Jose achieve the urban aspirations it adopted in its 2011 general plan, Envision 2040. The ambitious plan intends to accommodate the majority of 400,000 jobs and 120,000 housing units in walkable "urban villages" located along major lines of transit. However, no new urban village plans have been approved to date. In November, the city launched a review process to track progress and make some course adjustments, inviting SPUR to sit on the task force that will recommend changes to the general plan. We are hoping to make Envision 2040 more workable for real-world development while maintaining the plan's urban vision.

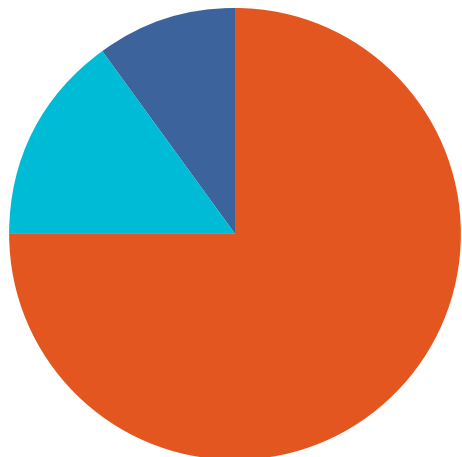
INCOME & EXPENSES

Fiscal Year 2015-2016



INCOME

Grants	\$2,163,068	33%
Membership	\$2,096,347	32%
Special Events	\$1,514,130	23%
Earned revenues	\$554,878	8%
Endowment	\$271,500	4%
Total	\$6,599,922	100%



EXPENSES

Policy, programs and publications	\$4,657,783	75%
Development	\$942,772	15%
Administration	\$612,572	10%
Total	\$6,213,127	100%

PRESIDENT'S LETTER



Ideas and Action for a Better City

When the founders of SPUR gathered after the 1906 San Francisco earthquake and fire, it was to help rebuild the great city that had been lost. It's easy to take this effort for granted today, knowing what emerged from the ashes, but it wasn't obvious at the time that they would succeed.

Over the century that followed, civic leaders came together at SPUR to take on the greatest challenges: building new transportation systems to enable the region to function as it grew; saving undeveloped land by channeling development into compact areas; inventing new models of affordable housing; building up local government's capacity to serve the needs of a changing population.

We know from this experience that often the big moves in the life of a city are the work of generations. And this is part of our job as a civic organization: to stay with things for as long as they take.

We strive to be both visionary and practical in our work: to come up with ideas that will allow the cities of the Bay Area to make progress on the big issues; to be honest about the trade-offs we face; to learn from other cities when we can; to focus on ideas and results rather than on the personalities involved in public discussions.

This past year we opened our Oakland office, joining San Francisco and San Jose — and putting SPUR in a position to work on the major urban policy issues in the three largest cities of the Bay Area. We undertook this expansion, one of the most profound changes in SPUR's history, because we were compelled by the need to think bigger about the challenges and opportunities we face as a region.

The cities of the Bay Area are bound together not just by the Bay but by a shared economy, a shared housing market and — we believe — a shared commitment to living out the highest ideals of cultural openness, economic opportunity and ecological stewardship. We have the aspiration to show what city life can be like when it lives up to its greatest potential.

SPUR relies on a community of members and donors who share these aspirations and have made the decision to invest in our capacity to help realize them. We are grateful for your trust. This annual report provides a snapshot of the work in progress.

Gabriel Metcalf
President and 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 in 2015.

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- 11th Hour Project
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Connie Martinez
CEO, Silicon Valley Creates Vice Chair, San Jose City Board, SPUR

What recent trend in cities has surprised you the most? The sharing economy in general has been a disruptive surprise to me. And who knew Uber would significantly impact our transportation choices in cities across the globe?

If you could transport one thing from another city to the Bay Area, what would it be? A comprehensive and integrated transportation system built with our future in mind.

What, in your opinion, is the biggest challenge facing the Bay Area right now? Right now, affordable housing is our biggest challenge, exacerbated by our water supply.

What SPUR initiative are you most passionate about? I am most passionate about SPUR’s presence in San Jose and the recent addition of SPUR in Oakland. Both have made an incredible impact in a short period of time. It feels great to be part of network that understands our interdependence and cares about the region as a whole.

What’s the best way to get to know your city? I’d recommend going to San Pedro Market on a Friday evening, to San Jose Jazz Summer Fest in August, to Cinequest Film Festival in March, and to the SoFA District on First Fridays. You will get a feel for our scrappy start-up culture, the breadth of our diversity, our incredible weather and our family friendliness.



Thang Do
Senior Principal, AEDIS Architects San Jose City Board, SPUR

What recent trend in cities has surprised you the most? The resurgence of interest in urban living, even in cities with more of a suburban character. Ironically though, a majority of people in these cities don’t know their own urban centers very well and have a negative view toward them.

If you could transport one thing from another city to the Bay Area, what would it be? The Atlanta Belt Line, a system of integrated trails, paths and parks that connect different communities along abandoned rail line right-of-ways. That project has had a tremendous impact on Atlanta, including raising real estate values along the line. San Jose could develop a similar network using the public land along its creeks, rivers and existing trail system.

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What, in your opinion, is the biggest challenge facing the Bay Area right now? Mobility. Our transportation network, especially public transit, is woefully inadequate to cope with our economic growth and the associated development.

What SPUR initiative are you most passionate about? Our work to promote walkable cities, especially SPUR’s report *The Future of Downtown San Jose*.

What’s the best way to get to know your city? Start in the SoFA District to see the diversity and creativity San Jose offers, then walk north through downtown to the older residential neighborhood along North First Street, all the way to Japantown. You can also do this route on light rail.

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Emma Stewart

Head of Sustainability Solutions, Autodesk
San Francisco City Board, SPUR

What recent trend in cities has surprised you the most?

The hype about “smart cities,” which is heavily driven by the technology sector, has yet to pay close attention to the real needs of cities: livability, sustainability and economic thriving.

If you could transport one thing from another city to the Bay Area, what would it be? An effective and integrated public transit system.

What, in your opinion, is the biggest challenge facing the Bay Area right now? Growth with the long-term in mind, rather than just the current boom.

What SPUR initiative are you most passionate about?

Our sustainability work to advance better public transit and better stewardship of water.

What’s the best way to get to know your city? Walk it! Or take a tour with SPUR.



Anagha Dandekar Clifford

*Attorney,
Wendel Rosen Black & Dean
Oakland City Board, SPUR*

What recent trend in cities has surprised you the most?

The increased use of technology for reporting, notification and accessibility to local government has impressed me.

If you could transport one thing from another city to the Bay Area, what would it be?

The subway. I think we need a deeper, more robust public transportation system that can connect people to jobs, food, homes, schools and fun.

What, in your opinion, is the biggest challenge facing the Bay Area right now?

High-quality housing for all income levels (next to jobs, schools, grocery stores and parks) that strengthens our neighborhoods and maintains our diversity and quality of life.

What SPUR initiative are you most passionate about?

SPUR is just starting to look at Oakland’s major commercial corridors. This work is challenging, nuanced, historic and forward-thinking at the same time!

What’s the best way to get to know your city?

Talking to the people that work, live, go to school and raise a family here.



Masharika Prejean Maddison

*Executive Director,
Parents for Public Schools –
San Francisco
Secretary, Executive Board,
SPUR*

What recent trend in cities has surprised you the most?

Where (and how) people work, shop, play and practice self-care in cities — and the synergy that exists between these activities — is quickly evolving. No longer does the “I don’t have time to [insert painstaking task]” line hold. Cities have figured out how to make most things possible — sometimes simultaneously.

If you could transport one thing from another city to the Bay Area, what would it be?

New Orleans has a palpable soul. Nearly 300 years old, the Big Easy is a city that definitively knows who it is and embraces all of the elements that make it so unique.

What, in your opinion, is the biggest challenge facing the Bay Area right now?

Besides the lack of affordable housing, the biggest challenges facing the Bay Area right now are

the fragmented policy structures that perpetuate silos between Bay Area communities.

What SPUR initiative are you most passionate about?

SPUR delivers intellectual capital to those who engage with the organization. This capital informs and empowers people to think differently, speak out and become change agents in their communities. I’m most passionate about supporting efforts that expand SPUR’s membership among incoming residents, communities of color and students.

What’s the best way to get to know your city?

Put on your walking shoes and go! In my case, I like to dust off my running shoes and hit the streets for a jog.

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Cain • Thomas Cal • Patrick Calahan • Nico Calavita • Ben Caldwell • Joan Caldwell • Kenneth Caldwell • Alana Callagy • Carrie Callahan • Joshua Callahan • Vladimir Calugaru • George Calys • Caitlin Cameron • Howard Cameron • Marilyn & Bill Campbell • William Campbell • Steaven Campbell • Joel Campos • Krista Canellakis • Bryant Cannon • Jorge Carbonell • Julie Cardillo • Daniel Carfora-Hale • Robert Carrow • Kaitlin Carmody • Ella Carney • Philip Carney • John D. Carpenter • William Carroll • Eric Carruthers • Susan Carson • Aaron Carter • Patrick Cashman • James Castaneda • Carlos Castellanos • Rodrigo Castillo • Rally Catapang • Chris Catbagan • John Cate • Mark Cate • Andrew Catterall • Gina Centoni • Marc Centor • Belissa Cerezo • Tony Cerrato • Ivan Chabra • George Chacon • Steve Chaitow • James Chalmers • Brian Chambers • Daryl Chan • Eva Chan • Glendy Chan • Jennifer Chan • Tammy Chan • Joseph Chance • Andrew Chandler • Justin Chang • Leigh Chang • Terri Chang • Tilly Chang • Tina Chang • Katharine Chao • Helen Chapman • Kirsten R. Chapman • Sean Charpentier • Jessica Chase • Je’Nen Chastain • Natasha Chatlein • Anne Chen • Justin Chen • Lisa Chen • Melody Chen • Ann Cheng • Kay Cheng • Melanie Cheng • Jan K. Chernoff • Jonathan Cherry • Sudthida Cheunkarnde • Clarissa Chiang • Thomas Chiang • Gabriella Chiarenza • Eunice Childs • Chris Chimenti • Celeste Chin • Eddie Chin • Linda Chin • Willard Chin • Albert M. Ching • Just Chip • Joanne Chiu • Miranda Chiu • Wei Chiu • Peter Cho • Bernie Choden • Lois Scott • Pete Choi • Fai Chong • Xin Yi Vivien Chong • Terry Chong-Chui • Sophie Chou • Carolyn Choy • Genise Choy • Jamie Choy • Janny Choy • Michael Christensen • Terry Christensen • Kathleen Christman • Greg Christopher • Tiffany Chu • Jeff Chuang • Samuel Chui • Allan Chung • Amy Teresa Chung • Chuck Chung • Edward Chang • Matt Chwierut • A.B. Ciabattoni • John Ciccarelli • Keith Cich • Liene Cikanovica • David Cincotta • Robert Cireso • John Citrigno • Peter Claassen • Jay Claiborne • Brian Clark • Deborah Clark • Elizabeth A. Clark • Marcus Clark • Noa Clark • Angelo Claudio • Bradley Cleveland • Mark Cloutier • Ann Cochrane • Jonathan Cohen • Matthew Cohen • Steve Cohen • Walter Cohen • Adam Cohn • Martin Cohn • Alessandro Colavecchio • Noelle Cole • Ronald Cole • John A. Coleman • Sarah Coleman • Tim Colen • Kevin Colin • Susan Coliver • Garrett Colli • Joelle Colliard • Randy Collins • Robert Collins • Bruce Colman • Kent Colwell • Nadia Conceicao • Robert Concello • Jeff Condit • Cecilia Lavelle Conley • Jarrell Conner • Kate Conner • Kimberly Conner • Richard L. Conniff • Michael Connor • Jane Connors • Kaitlyn Connors • Pamela Conrad • Theodore Conrad • Elia Contreras • Kevin Conway • Jan Cook • Courtney Cooper • Drew Cooper • Erin Coppin • Anna Corbett • Judith Corbett • Rashel Cordova • Louis Cornejo • Sharon Cornu • Tim Cornwell • Adam Corrado • Ana Cortez • Anibal Omar Cortez • J. Marien Coss • Elaine Costello • Elizabeth Costello • Rose Costello • Toby Costello • Jesse Costello-Good • Bobby Coucoules • Vince Courtney • Kristina Nisbet Covall • Catherine Elisabeth Covey • Cory Covington • Jim Cox • Steven Cox • Amber Crabbe • Florentina Craciun • Fatema Crane • Matthew Crane • Lauren Crasco • Danny Crichton • Ryan Croft • Aoife Crofts • Karen Crommie • Stephen Crosley • Jay Cross • Christopher Ian Cruda • Ashley Cruz • Sam Cuddeback • Tim Culvahouse • Jim Cunneen • Andrew Cunningham • Charles Cunningham • Matthew Currie • Melanie Curry • Joseph Curtin • James Curtis • Patrick Cushing • Luise Custer • Naomi Cytron • Jon Dagostino • Kirsten Dahl • Carla Dal Mas • Patrick Daly • Masume Mansouri Dana • Lindsay D’Andrea • Craig Daniel • Jordan Daniels • Drew Dara-Abrams • Chuck Darrah • Brian Darrow • Eric Dasmalchi • Catherine Dauer • Amy Davidson • John Keay Davidson • Gregory Davies • Adam Davis • Darolyn Davis • Donald Davis • Douglas Davis • Jeff Davis • Sheryl Davis • Irvin Dawid • Julia Day • Linda Day • Dustin Daza • Bart Deamer • Frank Dean • David Dearborn • Christina DeBartolo • Corinne DeBra • Fred DeJarlais • Karla De Jong • Mary Liz De Jong • Raul del Barco • Paulo DeLiso • Robert DeLiso • Todd Dell’Aquila • Burk Delventhal • Solenne Demarle • Alex Demisch • Jamey Dempster • Mark Denning & Hilary Thorsen • Michael Dennison • Colin Dentel-Post • Rogerio C. de Sa Bittencourt • Matthew Deutsch • James E. Devine • Cathy Devito • Robert DeWaters • Jason Dewees • Katie DeWitt • Danielle Deyarmond • Gerry De Young • Brittany Henderson Dhawan • Tamara Diamond • Rhonda Diaz • Rhonda Diaz-Caldewey • Amy DiCarlantonio • David Dick • Patrick Diebel • Debra Diggs • Jesse Dill • Charles Dillworth • Darin F. Dinsmore • Kearnstin Dischinger • Earl Diskin • Kristen B. DiStefano • Ghigo Di Tommaso • Jennifer Dizon • Jeffrey Dlouhy • Preston Dodd • Darius Dodge • Shannon Dodge • Julie Doherty • Mary Helen Doherty • Stephen Doherty • Tim Doherty • Katherine Doi • Margaret Mary Dolan • Josh Dolcheck • John Doll • Jhan Dolphin • Armand Domalewski • Allison Domicono • Mark Donahue • Patrick Donaldson • Conor E. Donegan • Sara Doran • John Doremus • Cecilia Doricko • Kanya Dorland • Steven Dorst • Joan Douglas-Fry • Danielle Dowler • Chris Downey • Joan Downey • Allison M. 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What recent trend in cities has surprised you the most?

The dwindling of ethnic diversity and of families with children.

If you could transport one thing from another city to the Bay Area, what would it be?

I have not seen that one thing ... yet!

What, in your opinion, is the biggest challenge facing the Bay Area right now?

Maintaining a balance between market-rate development and affordable/workforce housing while minimizing the displacement of legacy residents and businesses.

What SPUR initiative are you most passionate about?

The Economic Prosperity Strategy.



Robert A. Wilkins

*President and CEO,
YMCA of the East Bay
Vice Chair,
Oakland City Board, SPUR*

H. Hersey • Bradley W. Hertz • Nicole Hess • Don Hesse • Jim Hewlett • Colin Heyne • Will Heywood • Rachel Hiatt • Kevin Hickey • Cody Hicks • Lucy Hicks • Amanda Higbie • Carol & Todd High • Charles & Nuria Higuera • Lindsey Hilde • Bert Hill • Cayce Hill • Jeanette Hill • Monty Hill • Stephanie E. Hill • Micah Hilt • Gretchen Hilyard • Dorinda Himes • Robert Hindman • Mark Hintzke • Jacob Hips • Lizzy Hirsch • Burt Hirschfeld • Derrik Hirschfeld • Peter Hirshberg • Adrienne Hirt & Jeffrey Rodman • Sarabelle Hitchner • Jamie Hiteshew • William Ho • Harry Hobbs • Matthew Hobbs • Jeffrey Hobson • Dan Hodapp & Peggy DaSilva • Chelsea Hodge • Hilary Hoebler • Cassie Hoeprich • Mark Hoffheimer • Desirae Hoffman • Bryan Hofmann • Ariane C. Hogan • Mark Hogan • Jim Hoge • Doug Hohnbach • Joshua Hohn • Bridget K. Holian • Matthew Holian • John Hollar • Sean Holliday • Guy B. Hollins • Tegan Holly • Ted Holman • Deborah Holmes • Matthew Holmes • Melissa A. Holmes • Peter Holst • John L. Holt • Melanie Holthaus • Dave Holtz • Erik Honda • Gloria C. Hoo • Jeff Hoover • Thayer Hopkins • Marcus A. Hopper • Kenneth Horenstein • Gareth Hornberger • Charles Hornbrook • Nancy Hornor • Richard Horrigan • Rachel B. Horsch • Ayse Hortacsu • Inge Horton • Mark Horton • Theodore Hosfield • Gwynn Hoskins • Zoe Hoster • Kathleen Houlehan • Eileen Housteau • Stephanie Houston • Fiona Hovenden • Richard Howard • Daniel Hoyt • Rob Hranac • Robert Hrdinsky • Fiona Hsu • Michael J. Huaco • Blake Hudelson • Luis Huertas • Joshua Hugg • Bonnie Hulkower • Maryann Hulsman • Melissa Hung • Heather Hunsinger • Robert Hunt • Robin Hunt • Felix Hunziker • Ellen Huppert • William Hurrell • Daniel Hurtado • Victor Husary • Ben Hutchinson • Richard Hutson • Mark Hutter • Greg Hylton • David Hyry • Nancy Ianni • Elena Idell • Mark Igou • Paolo Ikezoe • Joseph Iloreta • Claude Imbault • Heather Imboden • Anthony Imhof III & Ellen McLean • Alex Ingersoll • Minnie Ingersoll • Lauren Isaac • Mario Isaac • Dean Isaacs • Robert Isaacson • Jennifer Isacoff • Reese Isbell • Lee Ishida • Michael Isip • Zaif Ismail • Nori Jabba • Marc Jablonski • Julie Jackson • Luther Jackson • Garrett Jacobs • Shirley Jacobs • Sara Jacobsen • Lawrence Jacobson • Rebecca Jaffe • Arjan Jager • Kiran Jain • Lori Jain • Eric James • Lisa James • Ryan James • Moe Jamil • Teresa Jan • Matthew Janes • Darlene Jang • Karen Janosky • Nikolaara Jansons • Erik Jaszewski • Dave Javid • Brian R. Jencek • Ayanna Jenkins-Toney • Justin Jennings • Chris Jensen • Elizabeth Jensen • Jon Jenusaitis • Herbert Jeong • James Jeong • Todd Jersey • Bruce Jett • Clayton Jew • Linda Jewell • Mark Jewell • Ellen Johnck • Gavin Johns • Oona Johnsen • Alicia Johnson • Carol Johnson • Corey Johnson • Jennifer Johnson • Katie Johnson • Ken Johnson • Kevin Johnson • Marta S. Johnson • Melissa Johnson • Scott Johnson • Vicki Johnson • David Johnston • Chris Jones • Elizabeth Jones • Glenn Jones • Hannah J. Jones • J. Hulett Jones • Melissa Jones • Michael C. Jones • Jennifer Jong • Jeff Joslin • Lourdes Juarez • Joanna Julian • Andrew J. Junius • Dan Jurafsky • Kelley Kahn • Kevin Kahn • Marie Kahn • Earl Kaing • Russell Kalmacoff • Lisa Kalmbach • Dawn Kamalanathan • Katia Kamangar • Rosemary Kamei • Ashleigh Kanat • Dawn Kang • Kelly Kang • Carrie Kao • Kenneth Kao • Edward Kaplan • Kelly Karch • Joshua Karlin-Resnick • Sarah Karlinsky • Holden Karnofsky • Jordan Karp • Rick Karp • Douglas Karpa • Fred Karren • Thor Kaslofsky • Jonathon Kass • Larry R. Kasten • William Katz • Renee Kaufman • Melinda Kausek • Colleen Kavanagh • Maura Kealey • Kate Keating • Michael Keating • Jay Keaveny • Nicole Keeler • Mark C. Kehke • Michael Kehl • Matthew Kelemen • Greg Keller • Gil Kelley • Mark Kelley • Kevin C. Kellogg • Martin Chad Kellogg • Kieran Kelly-Sneed • Brett Kelly • Carolyn Kelly • Jonathan Kelly • Kathleen Kelly • Laura Kelly • Mark Kelly • Sophie Kelmenson • Nathaniel Kelso • Tim Kempf • Craig Kenkel • Paul E. Kennedy • Stephen Kennedy • Tom Kennedy • Owen Kennerly • Siobhan Kenney • Allen Kerr • Jennifer Kerrick • Mark Kessler • Martha Ann Kessler • Jonathan Kevles • Kang Kiang • Allison Kidd • Miro Kielbus • Donald H. Kieselhorst • Lydia Kiesling • Seth Kilbourn • Kevin Killeen • Anna Killgore • J.R. Killigrew • David Kim • Richard Kim • Seon Jo Kim • Suzy Kim • Yeon Tae Kim • Cathy Kimball • Erika Kimball • Jeremia Kimmelman • Anthony King • Lea H. King • Steven King • Andrew Kingsdale • Sanford Kingsley • Patrick Kirby • Max Kirkeberg • Paula Kirlin • Paul Kitchell • Emmeline Kiyan • Jason Klawitter • Nora R. Klebow • Jordan Klein • Thomas Klein • Frederick J. Klemeyer, Jr. • Sonya Kleshik • Norman Kline • Donald Klingbeil • Michael Kloefkorn • Bryan Klofas • Scott Knies • Walter Knoepfel • Bruce Knopf • Amy Kochanowsky • Megan Koehler • Manu Koenig • Mark Koenigs • Paul Kohler • Lauren Kohli • Michael Koiinke • Amelia Kolokihakaufisi • Matthew Konopka • Anna Konotchick • Dennis Korabiak • Hannah Kornfeld • Brian Korver • Richard Kos • Andrew Kosinski • Jeff Kositsky • George Koster • Amit Kothari • Anton Kovalyov • Cody Kraatz • David Kramer • Michael Kramer • Susan Krane • Liz Kranich • Sibella Kraus • Daniel Krause • Kathleen Krenek • Shannon Krick • Kenneth Krigstein • Adam & Elizabeth Krivatsy • Joern Kroll • David Kroot • James Krotzer • Tyson Krumholz • Michelle Krumland • Paul Krupka • Piper Kujak • Richard Kunath • Robert Kuo • Sailaja Kurella • Katherine Kurtak • Pamela Kurz • Lev Kushner • Nancy Kusich • Byron & Elizabeth Kuth • Chun Kwan • Caroline Kwok • Katherine Kwok • Jonathan Lachance • Joseph LaClair • Maureen Ladley • Janet Lafleur • Sheila Laguna • Lila LaHood • Charlene Lai • Christine Laing • Anne Laird-Blanton • Shefali Lakhina • Robert Lalanne • David Lallemand • Jason Lally • Becky Lam • Katie Lamont • Vivian Lan • Enrique Landa • Nathan Landau • Bette Landis • Ruth Landy • Kerry Lange • Jason Langkammerer • Lily Langlois • Ashley Langworthy • Tighe Lanning • Deborah Lardie • Philippe Larincc • Ann Marie LaRocco • Brian P. 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Lesser • Steve Letterly • Niko Letunic • Christel Leung • Kate Levedahl • Adina Levin • Paul C. Levin • Andy Levine • Aubra Levine • Emme Levine • Jon Levine • Suzanne Levine • Nancy Levinson • Jake Levitas • Robin Levitt • Derek Levoit • Lillian Lew-Hailer • Eugene & Ellen Lew • Stan Lew • Joe Lewis • Shirley Lewis • Janice Li • Lawrence Li • Ran Li • Deric Licko • Catherine (Katy) Liddell • William Lieberman • Bruce Liedstrand • Ted Lieser • James R. Lightbody • Andrew Likuski • Catherine Lim • Florencia Lim • Theodore Lim • Angela Lin • Jane Lin • Jason Lin • Wan-jou Lin • Christine Lindell • Norbert Lindenberg • Elisabeth Lindkvist • Lucy Ling • Lori Linker • Emily Lipoma • Helen Lippert • Thomas Little • Jody Littlehales • Heather Littlejohn • Mei Kuen Liu • Kathleen Livermore • Daniel Livsey • Jeremy Litz • Alicia Lo • Stella Lochman • Jaime Lockwood • Michelle Loeb • Melanie Loftus • Michael Long • William N. Long, Jr. • Cheryl Longinotti • Alan Loomis • Chip Lord • John Loughran • Kristi Loui • Kayson Louie • Athina Loumou • Kristin Lovejoy • John Lovell • Allan Low • Cliff Lowe • Kenneth Aidan Lowney • Louise Lowry • Richard S. Lowry • Nikki Lowy • Thomas Loynd • Leo Lozano • Nathan Lozier • Elaine Lu • Lisa Lu • Sara Lu • Susan Lucas & Daniel Easley • Jessica Lucero • James J. Ludwig • Todd Lukesh • John Lum • John Lumea • Douglass Lundman • Ti Lung • Lawrence B. Lurie, M.D. • Dan Luschser • Mihaela Lusher • Robert Lusher • Leigh Lutenski • Ron Lutsko, Jr. • Kurt Lutter • Norman Luttrell • Hong Ly • Kathryn Lyddan • Peter Lydon • Douglas Lynn • Blake Lyon • Ann Lyons • Catherine E. Lyons • Peter Maass • Meri Maben • Jason Macario • Fathia Macauley • Stephanie C. MacColl • Donald MacDonald • Lauren MacDonald • Anna MacDougall • Lindsay Machacek • Bob Macke • Bruce Mackenzie • Elizabeth MacKillop • Andrew MacLaggan • Allan MacLauren • Carolyn "Tuli" T. 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What recent trend in cities has surprised you the most?
In the Bay Area it would be the push for more affordable and low-income housing. This is an issue that has been around for years. Now all of a sudden it's become a major topic.

If you could transport one thing from another city to the Bay Area, what would it be? The train, subway, bus and ferry systems of New York City. Okay, that's four things.

What, in your opinion, is the biggest challenge facing the Bay Area right now? Affordable housing!

What SPUR initiative are you most passionate about?
Regional planning. The entire Bay Area needs to get on the same page sooner rather than later, otherwise we will be leaving our children with a mess. The clock is ticking.

What's the best way to get to know your city? I like to pick an area and walk it, like Dogpatch, the Mission, Noe Valley, Inner Sunset, the Haight or South Beach. Don't be afraid to try what the neighborhood has to offer.



David Baker

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What recent trend in cities has surprised you the most? I'm (pleasantly) shocked that people seem to be coming around to the idea that parking is not a right and does not need to be automatically included with housing. We're starting to accept — or at least not become enraged by — the idea of less than two parking spaces for every housing unit.

If you could transport one thing from another city to the Bay Area, what would it be? Copenhagen's protected bike-lane system.

What, in your opinion, is the biggest challenge facing the Bay Area right now? Adding more housing of all types. Passing San Francisco's \$310-million housing bond is great, but it still only covers around 1,000 new homes. Subsidy is good, but we need to harness the engine of the private

sector. San Francisco's Affordable Housing Bonus Program is a good first step.

What SPUR initiative are you most passionate about?
Supporting San Francisco's Central Corridor Plan, which creates flexibility in zoning, improves walking and biking, adds open space and upgrades alleys. This is one of the keys to the future of San Francisco.

What's the best way to get to know your city? Walking, with biking as a close second. Biking is great, but much of your attention is occupied with protecting yourself. Walking happens at a great pace to see and notice everything, including how places are connected. I can leave my house in the Mission and walk straight up to the top of 17th Street and have seen and experienced so much.

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p. 27, 30, 31, 34, 35, 37
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