



# How do we:

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

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

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

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



A vibrant city street scene featuring a restaurant patio with a wooden roof and brick walls. A woman stands next to a motorcycle on the sidewalk, while two other women walk away in the foreground. Lush green trees frame the scene, and a modern brick building is visible in the background.

# SPUR's Agenda for Change

## **1. Regional Planning**

Concentrate growth inside existing cities.

## **2. Community Planning**

Build great neighborhoods.

## **3. Housing**

Make it affordable to live here.

## **4. Transportation**

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

## **5. Economic Development**

Lay the foundations of economic prosperity — for everyone.

## **6. Sustainability + Resilience**

Reduce our ecological footprint and make our cities resilient.

## **7. Good Government**

Build the capacity of the public sector.

Introduction

# Real change takes time.

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



# The Transbay Transit Center

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

**Location:**

San Francisco

**Project initiated:**

1990

**Opportunity:**

There is currently no direct commuter train from Silicon Valley to downtown San Francisco; bringing Caltrain to central San Francisco would improve commutes for

hundreds of thousands of people. SPUR proposed building a new transit center to connect Caltrain to other regional transit and making it the hub of a new jobs center for the city and region.

**Timeline:**

1960s–1980s	1990s	2000s
<p><b>1962:</b> SPUR first calls to extend Peninsula rail service to downtown San Francisco after San Mateo County pulls out of the Bay Area Rapid Transit (BART) District.</p> <p><b>1974:</b> The opening of the BART tube causes a dramatic drop in transbay bus ridership. San Francisco’s Transbay Bus Terminal and the elevated ramps connecting it to the Bay Bridge begin a long, slow decline.</p> <p><b>1985:</b> San Francisco’s Downtown Plan calls for directing high-rise growth into the South of Market area, with the tallest heights around the Transbay Terminal.</p>	<p><b>1990:</b> SPUR advocates extending Caltrain to downtown from its terminus on King Street and replacing the Transbay Terminal with a new multi-modal transit center to serve Caltrain, AC Transit, Muni and other services. We envision the proposed hub as the centerpiece for a new neighborhood.</p> <p><b>1993:</b> SPUR convenes a task force to study the extension of Caltrain to downtown. A new station location at Second and Mission streets is chosen the following year.</p> <p><b>1995:</b> SPUR hosts 12 students from around the world in the EDAW Summer Student Program, which produces the Transbay District Neighborhood Vision Program. The plan envisions a transit center with a park on the roof, a “light column” bringing sunlight deep into the building and a totally redeveloped neighborhood on surrounding blocks.</p>	<p><b>1999–2001:</b> Voters approve the construction of a new transit center, and two years later, the Transbay Joint Powers Authority forms to plan, design and build it.</p> <p><b>2006:</b> The Board of Supervisors adopts the Transbay Redevelopment Plan, increasing height limits to allow dense development around the proposed transit center.</p> <p><b>2007:</b> SPUR helps the Joint Powers Authority set up a design competition. The winning design features, incidentally, a park on the roof and light columns bringing sunlight deep into the building.</p> <p><b>2010–2011:</b> The old terminal is demolished and construction of the new Transbay Transit Center begins. The parcels of vacant land formerly occupied by the old terminal and ramps begin to be sold for development, which will largely finance the new transit center.</p>



**2013:** SPUR's *Taking Down a Freeway to Reconnect a Neighborhood* offers a modern vision to tear down Interstate 280 and bring Caltrain and high-speed rail tracks into the Transbay Transit Center underground. The San Francisco Planning Department begins to study the new proposals.

**2017:** SPUR's *Caltrain Corridor Vision Plan* argues for significant investments to make Caltrain an urban metro system and provides a path to grow daily ridership from 60,000 seats a day to 312,000 seats a day.

**2018:** The Salesforce Transit Center Tower adjoining the station — San Francisco's tallest tower — welcomes its first occupants in January. Voters pass Regional Measure 3, co-sponsored by SPUR, which includes \$325 million for the extension of Caltrain to downtown.

#### **Outcome:**

The Transbay Transit Center will open within a year. Many new buildings in the station are finished or nearing completion. When done, the new development will include 6 million square feet of new office space; 4,500 new homes, including 1,300 affordable units; 250,000 square feet of new retail in the transit center and surrounding blocks; three new parks, including the 5-acre rooftop park; and all new streetscapes for blocks around. The new neighborhood will serve as a model for how to build a high-rise district around transit.

#### **What's Next:**

The transit center will initially serve AC Transit, Muni, SamTrans and several other bus services. Now the focus turns to the final piece: extending Caltrain (and, on the same tracks, high-speed rail) to the station. SPUR will continue to work on how we can fund this major investment in what will be a generational advance in regional transit.

**Research**

Customer Actions	Customer Emotions	Pain Points	Business Goals	Opportunities
<p>Know where I need to go</p> <p>Easily and quickly find where I need to go</p> <p>Stay safe</p> <p>Find entrance to station/concourse</p> <p>Enter station/concourse</p>				
<p>Know which ticket machine to use</p> <p>Know what kind of ticket to buy and how much I need to spend</p> <p>Look for ticket machine</p> <p>Buy ticket</p>				
<p>Get from concourse to platform without getting lost</p> <p>Easily and quickly find the platform I need</p> <p>Go through fare gate</p> <p>Find escalator/stairs to correct platform</p> <p>Find the correct platform</p>				
<p>Stay safe</p> <p>Know when the next train is coming</p> <p>Make sure I'm at the right platform!</p> <p>Don't want to miss my train or get on the wrong train</p> <p>Make sure I hear the announcements</p> <p>Line up and wait for train</p> <p>Board train</p>				
<p>Channels</p> <p>Signage/Pictographs/Maps</p> <p>BART/Muni station agents</p> <p>Other travelers</p> <p>Phone/apps</p>				
<p>Channels</p> <p>Signage/Pictographs/Maps</p> <p>BART/Muni station agents</p> <p>Ticket machine</p> <p>Other travelers</p> <p>Phone/apps</p>				
<p>Channels</p> <p>Signage/Pictographs/Maps</p> <p>BART/Muni station agents</p> <p>Fare gate</p> <p>Vertical circulation</p> <p>Other travelers</p>				
<p>Channels</p> <p>Signage/Pictographs/Maps</p> <p>BART/Muni station agents</p> <p>Seating</p> <p>Other travelers</p>				







# A source of ideas.

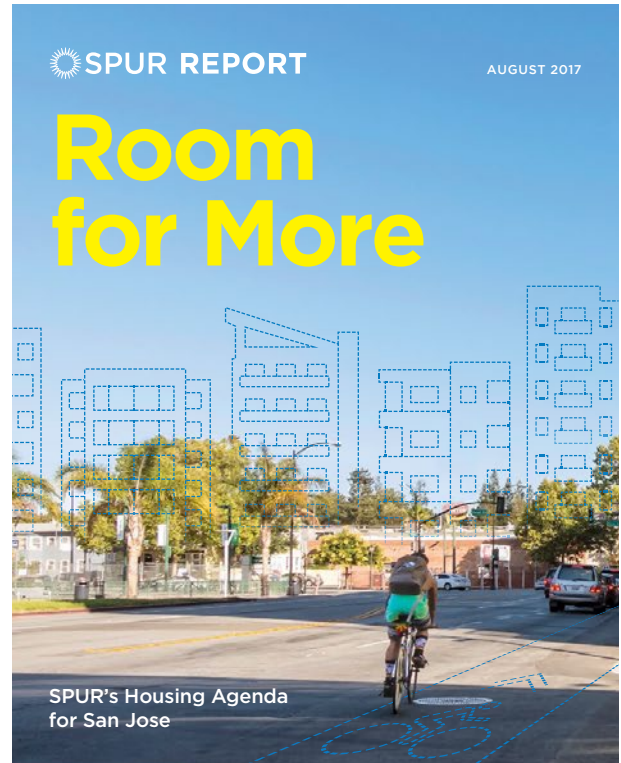
To address problems of significant scale with long time frames, we apply a three-part research process:

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



## The Caltrain Corridor Vision Plan

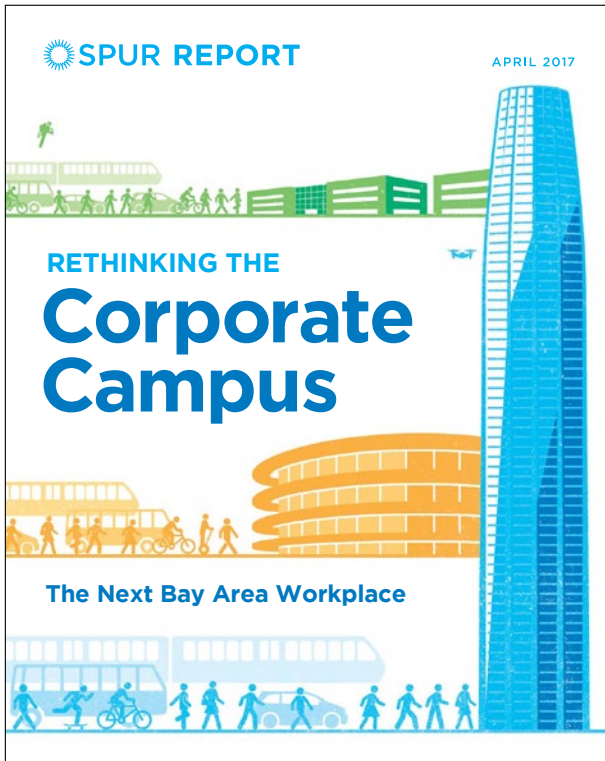
Home of the Silicon Valley innovation economy, the Caltrain Corridor holds much of the Bay Area's promise and opportunity — but its transportation system is breaking down. This year SPUR released the *Caltrain Corridor Vision Plan*, a **bold action plan** to speed up trains and **increase capacity by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



## A Housing Agenda for San Jose

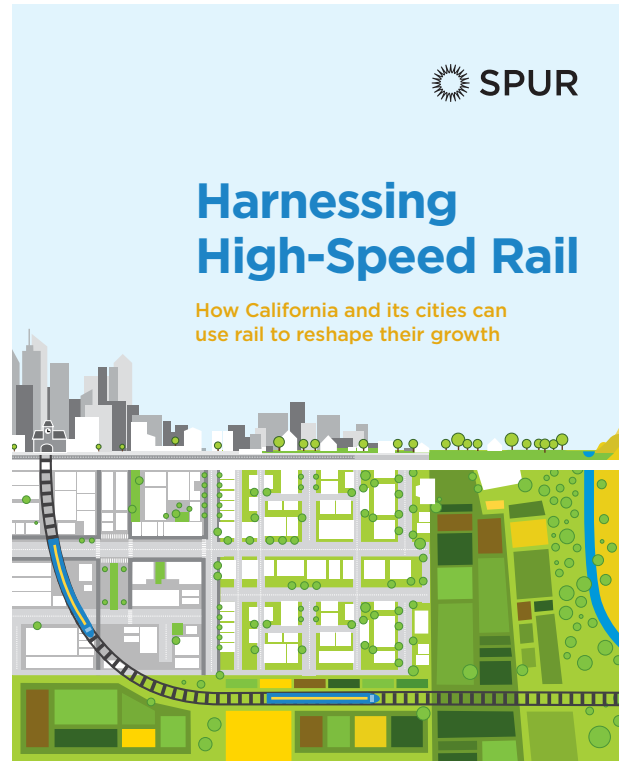
The Silicon Valley economic miracle has become a housing nightmare. As rents and home prices continue to rise, they threaten the region's economic growth, diversity and climate. To address this crisis, SPUR released *Room for More*, our housing agenda for San Jose, proposing two big ideas: use planning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





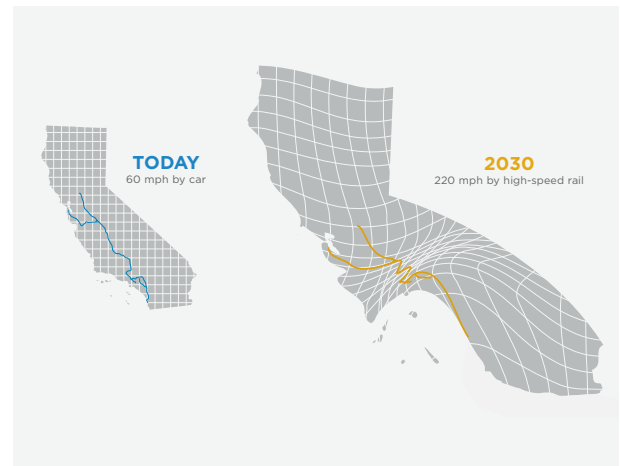
## Rethinking the Corporate Campus

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



## Harnessing High-Speed Rail

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



# The Market and Octavia Plan

Reclaiming a neighborhood for people, not cars.

**Location:**

San Francisco

**Project initiated:**

1998

**Opportunity:**

The dot-com boom of the 1990s created tremendous growth pressures in San Francisco, but most neighborhoods had no plan in place to guide that growth. SPUR proposed the Better

Neighborhoods Program as a way to create agreement up front to guide the process of neighborhood change. The removal of the Central Freeway made the Market and Octavia neighborhood a perfect candidate for the new program.

**Timeline:**

**1980s**

**1989:** The Loma Prieta earthquake damages the elevated Central Freeway, a 1950s-era relic that cuts through residential neighborhoods, bringing pollution and crime. Transportation activists advocate for tearing it down.

**1990s**

**1998:** Mayor Willie Brown agrees to fund the Better Neighborhoods Program. The Market and Octavia area is selected for the program.

**1999:** The third time it appears on the ballot, voters opt to replace the damaged freeway with a surface boulevard. This frees up 22 parcels in a 7-acre area with more than a dozen transit connections.

**2000s**

**2002:** SPUR holds a daylong workshop on *woonerfs* — streets where cars, bikes and pedestrians share the road as equals. Market and Octavia residents attend and get inspired to plan new growth for people, not cars.

**2002–2008:** The plan slowly makes its way through the public process. SPUR advocates at the Planning Commission and Board of Supervisors, attending more than a dozen public hearings. SPUR members are some of the plan's most stalwart advocates and attend late-night hearings to voice support.



**2005:** SPUR and partner groups hold a design competition for housing prototypes on the very shallow lots left by the freeway removal. The results inform the designs that are later built.

**2008:** The Board of Supervisors adopts the plan. Groundbreaking in many respects, it increases building heights and densities along Market Street while protecting what the planning department called the “fragile virtues” of the residential neighborhoods.

**Outcome:**

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

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

**What’s Next:**

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

Education





# A place

# for

# essential

# conver-

# sations.

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

## Education



### ↑ Transportation Study Tour to Europe

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

### Resilient by Design: Bay Area Challenge

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

### Oakland Problem Solvers Series

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

### Transit + Design Workshop

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



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

### **The Color of Law**

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

### **Making Cities Greater Than Ever**

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

### **Next Stop: Diridon**

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

### **The Divided States of America**

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

### **What Will a Trump Presidency Mean for San Francisco?**

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



# Diridon Station

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

**Location:**  
San Jose

**Project initiated:**  
2016

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

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

**Timeline:**

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



**July 2017:** SPUR leads a study tour to high-speed rail stations in the Netherlands and France for South Bay elected officials, transit agency leaders and developers.

**November 2017:** Based on SPUR's recommendation for a coordinated approach from visioning to operations, the VTA begins to plan facility development at Diridon as a collaborative process among the VTA, the City of San Jose, Caltrain and the California High-Speed Rail Authority. Project goals mention "seamless passenger connections," another SPUR recommendation.

#### **SPUR's Goals for Diridon:**

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

#### **What's Next:**

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





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

# A catalyst for change.



### More Housing in San Francisco

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

### Federal Support for Caltrain Electrification

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

### ↑ San Jose Mayor's Housing Plan

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

### A Strategy for Oakland's Public Land

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



## A Vision for a State Rail Network

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

## Bay Area Clean Air and Climate Protection Plan

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

## ↑ East Bay to San Francisco Transportation Capacity Study

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

## Central SoMa Plan Soldiers On

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

## Advocacy

### Big Win: State Passes 15-Bill Housing Package

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

### Making Clipper a Seamless System for Transit Riders

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

### Next Network Redesigns VTA's Transit Network

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

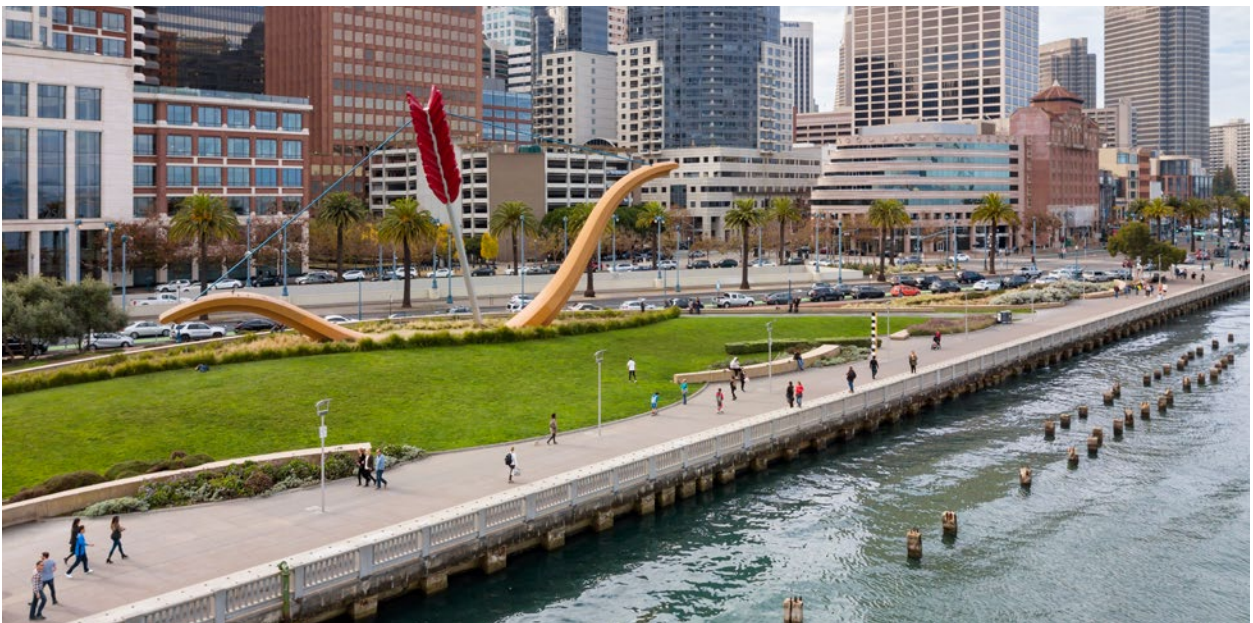
**ridership**, improve the agency's fiscal footing and serve BART, which opens at Berryessa in 2019. SPUR supported this effort to make transit work in the South Bay's car-oriented landscape. We believe Next Network will move the region toward the goal of **growth without gridlock**.

### BART Silicon Valley

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

### San Francisco Seawall Resiliency Project

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







## Celebrating Five Years of SPUR in San Jose

2017 marked the five-year anniversary of SPUR's work in San Jose. In that time, we have published nine reports laying out comprehensive recommendations to **transform San Jose from a good city to a great city.**

We have successfully advocated for improvements to the transit system, the passage of an accessory dwelling unit ordinance, the establishment of an urban agriculture incentive zone, and modifications to make the city's planned urban villages more amenable to mixed-use development. We have **helped the urbanist voices in San Jose get louder**, and we've engaged deeply in the community through hundreds of forums, convenings and tours. We launched in San Jose as an experiment. Five years later, many in the community are self-proclaimed urbanists and we are part of an important conversation about the future of the city, its neighbors and the region.

# A Downtown Oakland for Everyone

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

**Location:**

Downtown  
Oakland

**Project initiated:**

2015

**Opportunity:**

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

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

**Timeline:**

**2015**

**February 2015:** SPUR launches work in Oakland.

**September 2015:** SPUR publishes *A Downtown for Everyone: Shaping the Future of Downtown Oakland*. We propose that the best path forward for downtown is to plan for more jobs and housing — and to shape that growth so downtown remains a place that welcomes all Oaklanders.

**September–October 2015:** The City of Oakland undertakes a specific plan for downtown Oakland. SPUR hosts the official launch with a series of design charrettes in our soon-to-open downtown office.

**2016**

**January 2016:** SPUR moves into 1544 Broadway in downtown Oakland.

**February 2016:** We publish *Designing the Bay Area's Second Transbay Rail Crossing*, which makes the case that transporting more people across the Bay more quickly will enable Oakland to emerge as a stronger economic hub. Ideas include creating a one-seat ride between Oakland and Silicon Valley and extending high-speed rail service to Oakland.

**March 2016:** The city releases two plan alternatives. SPUR comments that both options amount to a downzoning of downtown and calls for a third alternative with more intensive development.

**2017**

**2017:** In response to community concerns, Oakland hires consultants to conduct a racial and equity analysis of the downtown specific planning process. SPUR continues to advocate for a downtown growth plan that will benefit all.



## 2018

**2018:** Oakland restarts its planning process with a strengthened focus on equity.

### SPUR's Goals for Downtown Oakland:

**Big Idea 1:** Add 50,000 more jobs in downtown, and create pathways to get people into them.

**Big Idea 2:** Bring 25,000 more residents to downtown at a range of incomes, and enable existing residents to remain.

**Big Idea 3:** Set clear and consistent rules for growth to make downtown a better place for everyone.

**Big Idea 4:** Create inviting public spaces and streets as part of an active public realm.

**Big Idea 5:** Make it easy to get to and around downtown through an expanded transportation network.

### What's Next:

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

# Seamless Transit

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

**Location:**

San Francisco  
Bay Area

**Project initiated:**

2015

**Opportunity:**

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

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

**Timeline:**

**2014–2015**

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

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

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

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

The questions help to inform several initiatives.

**2016**

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



## 2017

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

## 2018

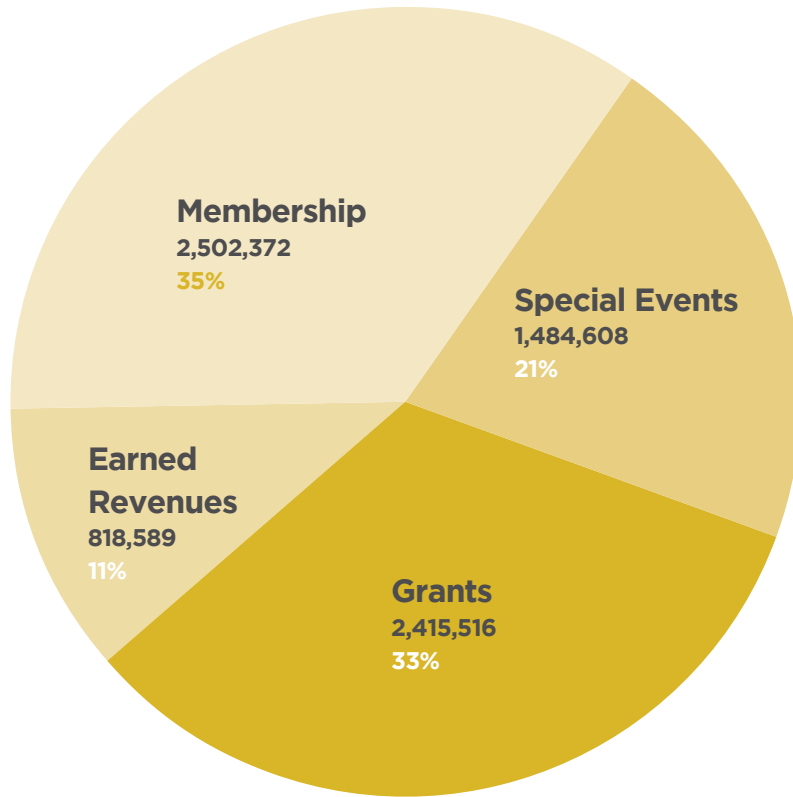
**2018:** Conversations on seamless payments and fares move forward; the state holds its first integrated-payments congress in May. SPUR prepares to publish recommendations on transit fare policy reform to make seamless transit payments work across the Bay Area and California.

### What's Next:

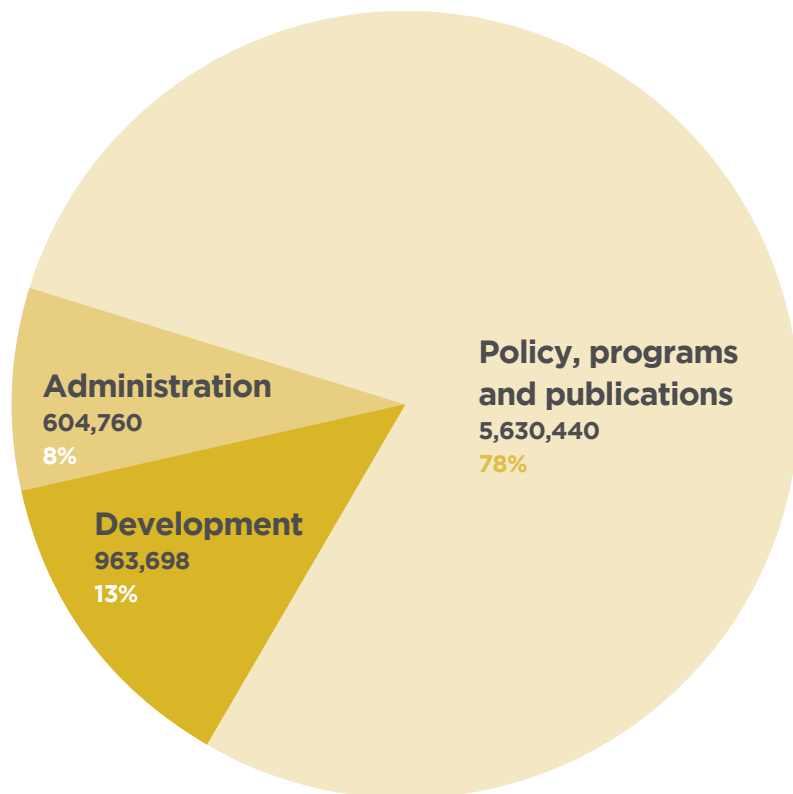
Governance changes would improve the management and planning of the transportation system for the 21st century. SPUR is investigating proposals for how to structure a truly coordinated system, learning from global examples. Potential big ideas include a regional rail organization that would amalgamate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

## Fiscal Year 2017-2018

**Income**  
7,221,084  
100%/Total



**Expenses**  
7,198,898  
100%/Total



## President's Letter



The future of our country depends on its cities.

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

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

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

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

Sincerely,

Gabriel Metcalf  
President and CEO

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## Irene Chavez

Sr. Vice President Area Manager  
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 San Jose Board, SPUR



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

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

### What one thing truly embodies the spirit of your neighborhood?

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

### Which SPUR activity excites you most?

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

### What's your favorite thing about San Jose?

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

## Carmen Chu

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



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

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

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

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

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

High-speed rail in California.

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

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

### What one thing truly embodies the spirit of your neighborhood?

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

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Oakland Board, SPUR



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

See what cultural or unique things are available.

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

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

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

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

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

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

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

Anything at Slanted Door.

### What one thing truly embodies the spirit of your neighborhood?

Access to the water.

### Which SPUR initiative excites you most?

Bringing Oakland and San Jose into the fold.

## Rebecca Prozan

Head of California Public Affairs  
Google  
San Francisco Board, SPUR



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

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

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

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

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

Reliable, operational, clean and safe Muni.

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

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

### What one thing truly embodies the spirit of your neighborhood?

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

### Which SPUR initiative excites you most?

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

Tom Steinberg  
Emma Stewart  
Peter B. Sullivan  
James R. Sutton  
Margaret Swink & Robert Saliba  
Robert R. Tufts  
Robert Wilkins  
Todd Williams  
Tom Willis  
Roger & Ruth Wu  
Elizabeth Yost

Celena Adcock  
Katherine D. Aldrige  
Louai Al-Khanji  
James Allison  
Peter Almazol  
Rebecca Amato  
Mary Ann Aronson  
Dario Avram  
Barry Barnes  
Robert Baum  
Timothy Bauman  
Dena Belzer  
Simon Bertrang  
Barbara Bestor  
David Black  
John Bliss & Kim Thompson  
Aaron Bloom  
Scott Bovard  
Anna Boyer  
Andrew Branscomb  
Anthony Bruzzone  
David Burton  
Dale M. Butler  
Fenita Caldwell  
Josh Callahan  
Kirsten R. Chapman  
Pete Choi  
Ken Cleaveland  
Paige Coluccio  
Matt Curwood  
Marya D'Abate  
Richard E. DeLeon  
Robert Demmons  
Katrina Dirksen  
Dana Ditmore

Andrew Dohrmann  
Alan Dones  
Celeste Drake  
Richard C. Dreyer  
Norberto Duenas  
Kristy Dutch  
Dianne Easton  
Erin Efner  
Arthur Evans  
Doug Farr  
José Ignacio Farrán  
Alex Filatov  
Brian Flaherty  
Richard Fleishman  
William Fleishhacker  
Julie Fry  
Peter Finley Fry  
Melinda Gedryn  
Frank Geafay  
Sarah Goldspink  
Adam Goldstein  
Gretchen Grant  
Brian Greco  
Marian J. Gregoire  
Jana Gunsul  
Cynthia Hamilton  
Amber Hasselbring  
Amanda Hawkins  
Eric Heiman  
Joseph Herman  
James Hill  
Rick Holden  
Kathleen Houlehan  
Julie Hyson  
Julie Jackson  
Michael & Megan Janis  
Edward Janowicz  
Melanie Jones  
Lois Kelley  
Ron Kilby  
Pat S. Kilduff  
Robert C. Kirkwood\*  
Gueorgi Kossinets  
Richard Kunnath  
Bryon & Liz Kuth  
Gustav Larsson  
Owen Lawlor  
Vincent Leger  
Drew Lehman  
Fred Levinson

Ross Levy  
Huichang Li  
Brian Liles  
Charles Long  
Joel Luebke  
Andrea L. Mackenzie  
John Madden  
Masharika Prejean Maddison  
Gary E. Malazian  
Gregory Malin  
Joan A. Malloy  
Andrew Mann  
Laurie Manuel  
Alan P. Mark  
John Marx  
Scott Mauvais  
Sam McGarey  
Pete McKean  
Alberto Medina  
Stephen Melikian  
Amy Meyer  
Nancy Michaels  
Lloyd Kirk Miller  
Kris Miller-Fisher  
Jeanne Milligan  
Leslie L. Milloy  
E.B. Min  
Ron & Cynthia Moe-Lobeda  
Grace Moon  
Chris Morgan  
Edward Morimoto  
James Morrison  
Kathryn Morrissey  
Dick Morten  
Daniel E. Murphy  
Karen Murray  
Deborah Nelson  
Geoffrey Nelson  
Rachel A. Newell  
Chrissy Mancini Nichols  
Michelle Novotny  
Margie O'Driscoll  
Paul Okamoto  
Elsa Ortiz  
Wendy Osaki  
Hardip S. Pannu  
Tony Pantaleoni  
James Patrick  
Stephen S. Pearce  
Gabrielle Perez

Philip Perlin  
Sayed Pirzada  
Susan Poliwka  
Laurie Poston & Brian Ferrall  
Eric Powell  
Joseph L. Powell  
Dominique Price  
Rebecca Prozan  
Dan C. Quigley  
Robert Raburn  
Ken Rackow  
Anne Randolph  
James Reber  
Justas Reskevicus  
Michael Delos Reyes  
Alan E. Rothenberg  
Barbara Sahn  
Joanne Sakai  
Debra Sanderson  
Molly Schremmer  
Peter Scott  
John Semanik  
Alex Shapiro  
Anna Shimko  
Matthew Slepian  
Jerry Smith  
Steven Spaid  
Paul Staley  
Alice & Kevin Steiner  
Jonathan Stern  
Peter Straus  
Christopher Stuart  
Paulett Taggart  
Leah Toeniskoetter  
Peter Tuozzolo  
Steve Vandewater  
Michael Veale  
Jennifer Vetter  
Isabel Wade  
Richard Wallace  
Ming & Amy Wang  
Darrin Ward  
Jaap Weel  
David Whitney  
Monica Wilson  
Tanya Wollman  
Arthur Wydler  
Jodie Yagi  
Jessica Zenk  
Dafna Zilafro

Diane Abbott • M.C. Abbott • David Abella • David Abercrombie • Melody Ablola • Carlos Abreu • Luby Aczel • Gillian Adams • Pamela Owen Adams • Starr Adams • Anita Addison • John Addison • Craig Adelman • Sepi Aghdaee • Christopher Agosta • Faruq Ahmad • Priyoti Ahmed • Alexander Aickin • Laura Ajello • Lindsey Alami • Jessica Alba • Allison Albericci • Craig Albers • Peter, Libby & Tony Albert • Gabriel Alcantar • Dave Alden • Andrew Aldrich • David Alexander • Reaa Ali • Bryan Allen • Daisy Allen • David Allen • Karen Allen • Peter Allen • Walter Allen • Colin Alley • Christopher Mark Allocco • Jason Ally • Akthem Al-Manaseer • Beth Altshuler • Daniel Alvarado • Robert Alvarado • Alfonso E. Alvarez • Susan Alves • Fatema Alzeera • Sara Amaral • Liv & Larry Ames

• Chris Amos • Pamela Amparo • Penelope Amuyunzu • Guneet Anand • Tim Anderson • Ulrika Andersson • Gregory Andreas • Donald Andreini • Alicia Andrews • Karen Andrews • Chris Andrichak • Susan A. Anthony • Christina Antiporda • Jo Appleby • Ozzy Arce • Juan Francisco Arellano • Georgina Arias • Diana Ariza • Chris Arkley • Lori Armstrong-Mathieu • Leslie Arnold • Phil Arnold & Monique Zmuda • Rebecca Arons • Jacob Aronson • Jeanette Arpagaus • David Arthur • Ian Ashcraft-Williams • John Ashworth • Yakuh Askew • Jerome Atendido • Mallory Atkinson • Oliver Atwood • Ben Au • Carline Au • AnnMarie Aviles • Lilian Ayala • Marilou Rembulat Ayupan • David Babb • Deborah Babb • Melinda Bacharach • Molly Bacon • William P. Bacon •

Lawrence Badiner • Jonathan Bair • Jason Baker • Lee Baker • Lisa Baker • Rusti L. Baker • Stacey Baker • Max Bakker • Caleb Balbera • Maura Baldwin • Shiloh Ballard • Tim Ballas • Joe Bamberg • Nikhilesh Banerjee • Hoang L. Banh • Thu Banh • Jean Banker • Michael Bankert • Philip Banta • Dasha Barannik • John Barbey • John & Joan Barkan • Julie Tilley Barlow • Esteban Barnaby • Craig Barnes • Reuben Barnes-Levering • John Barrett, Jr. • Sara Barrett • Peter Bartelme • Karen Bartholomew • Rick Bartholomew • Noah Bartlett • David Bartley • Cheryl Barton • Sara Barz • Tim Bates • William Baumgardner • Diana Bautista • Gi'angelo Bautista • Aaron Bawol • Kevin Beauchamp • Cameron Beck • Max Beckman-Harned • Mania C. Bedikian • Sal Bednarz • Kelly Beggs •

Teri Behm • Corbett Belcher • Dan Bell • Frances Bell • Paul Bellar • Joey Benasinni • Ricardo Benavidez • Brittany Bendix • Paul Bendix • Martha Benioff • Robert Bennett • Matthew Bens • Brad Benson • Jim Bergdoll • Kelly Berger • Peggy Berglund • Carlos Berlanga • Michael J. Berne • Betsy Beros • Rob Best • Staci Betsch • Cole Bettles • Megan Bettles • Joshua Bevan • Lisa Beyer • Imron Bhatti • Sheela Bhongir • Avery Bibbs • Anna Bielgaski • Justin Bigelow • Elias Bildner • John H. Birely • Raquel P. Bito • Chelsea Bixel • Alana Black • Dorotea Bladen • Ryan Blahnik • Matthew Blain • Bernadette Blanco • Joe Blanco • Tim Bland • Lucian Robert Blazaj • Howard Blecher • Jonah Bleckner • William J. Blessing • William Bloomer • Terry Blount • Robert Bluhm • Gregory Bock • Joseph E.

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

Dahlia Chazan • Mariah Chen • Michael Chen • Jay Cheng • Cheryl Cheng • Jonathan Cherry • Eunice Childs • Chris Chimenti • Albert Ching • Just Chip • Aaron Choate • Bernie Choden & Lois Scott • Joon Choi • Kaushal Chokshi • Fai Chong • Carolyn Choy • Genise Choy • Jon Christensen • Michael Christensen • Terry Christensen • Patton Christofides • Tiffany Chu • Samuel Chui • Edward Church • Natalie Chyba • Alger Ciabattini • Robert Cirese • Jay W. Claiborne • Marcus Clark • Marissa J. Clark • Colin Clarke • Angelo Claudio • Kristen Clements • Bradley Cleveland • Elizabeth Redman Cleveland • Marcy Coburn • Nithin Coca • Andie Cochran • Martin Cochran • Geoffrey Coffey • Jonathan Cohen • Rachel Cohen • Nick Cohn • Jessica Cole • Ronald E. Cole, D.D.S. • Travis Cole • Heather Coleman • Valerie Coleman • Kevin Colin • Susan Coliver • Randy Collins • Bruce Colman • Marco Colon • Steve Compton • Nathan Conable & Melissa Devereaux • Nadia Conceicao • Valerie Concello • Emily Condon • James L. Conlon • Kimberly Conner • Mitchell Conner • Micaela Connery • Josef Conning • Robert Connolly • Michael S. Connor • Pamela Conrad • Chris Conway • Anne Cook • David Cooke • William Cooley • Richard Coolman • Drew Cooper • Mia Cooper • Joseph Cooter • Flavio Coppola • Mary Corley • Louis Cornejo • Molly Cornfield • Van Cornwall • Cole Correa • Bryant Corwin • Eddie Corwin • Erik Corwin • Justin Costa-Roberts • Elaine Costello • Elizabeth Costello • Laurens Costeris • Melvin Cowan • Morgan Cowick • Jim Cox • Kara Cox • Steven Cox • Jeremy Crandall • Alice Cravens • Carole Critchlow • Brendan Crockett • Troy Crosby • Jay Cross • Colin Crotta • Laura Crouse • Emilio B. Cruz • Bryan Culbertson • Tim Culvahouse • Jack Cunha • Denise Cunningham • KinH Curotto • Sophie Currin • Melanie Curry • Charmaine Curtis • Darcelle Curtis • Shannon Dagggett • Kushal Dagli • Danielle Dai • Ari Daman • Clayton Damron • Andrew Danish • Drew Dara-Abrams • Fay Darmawi • Harvey Darnell • Pamela David • Amy Davidson • Gregory Davies • Eric Davis • Regina Davis • Theodore Davis • Willard W. Davis • Peter Davison • Ellie Day • Linda Day • Parker Day • Bart Deamer • Marianne Quarre Dean • Taylor Dearingier • Bree DeArmond • Jeff Deiss • Fred DeJarlais • Monica Deka • Joe Delaney • John Delaplaine • Altaire DeLeon • Katie DeLew • Robert J. DeLiso • Jenny Delumo • Justin Dembski • Alexander V. Demisch • Andrew Dempsey • Eric

DeNardo • Brown Dennis • Colin Dentel-Post • Raman Deol • Jennifer K. Devlin • Annelise DeVore • Jason Dewees • Michael Dewees • Gerry De Young • Omar Diab • Jeff Diamond • David Dick • Amy Dickie • SPUR Dickson • Kate Didech • Michele DiFranca • Drew Dimmery • Kathleen Diohep • David Dion • Kearnstin Dischinger • Joe DiStefano • Elaine Ditmore • Jeffrey Dlouhy • Kevin Do • Shannon Dodge • Julie Doherty • Mary Helen Doherty • Margaret Mary Dolan • Thomas Dolan • Mike Domenelli • Anya Domlesky • Conor E. Donegan • Eric Dooley • Sophia Dosick • Shirley Douglas • Joan Douglas-Fry • Jennifer Dowland • Teri Dowling • Richard Draper • Anne Drazen • Sarah Dreitlein • Samuel Dreyer • Kay Drinkhouse • Sheryl Drinkwater • Derek Drish • John Dryden • Brooke DuBose • Sky Dufaux • Jennifer Duffield • Victoria Duggan • Tom Bahning • Laura Dulski • Andrew Dunbar • Zoe Astrakhan • James Dunbar • Chris Duncan • Anna Duning • Kathy Duong • Karna DuQuite • Laina Zarek Durbin • Louise Dyble • Amanda Eaken • Lee K. Eckert • Hannah Edelsberg • Scott Edmondson • Daniel J. Edwards • Ted Egan • Martha Ehrenfeld • Myrna Ehrlich • Eric Eidlin • Jean Eisberg • Dan Eisenberg • Elizabeth Ekdale • Onur Ekmekci • Theresa Elam • Amy T. Elliot • Sydnor Elkins • Susan Ellenberg • Colin H. Elliott • Tani Elliott • Catherine Ellis • Scott Ellsworth • Mika Endo • Alexander Eng • Cheong-Tseng Eng • Tiffany Eng • Louise Engel • Howard Epstein • Annemarie Erbel • Niels Erich • Chip Erickson • Randi C. Ervin • Robert Escobar • Bobak Efsandiari • Sabrina Eshaghi • Victor Espinoza • Marco Esposito • Opal Essence • Sarah Estephan • Mark Evanoff • Nick Evans • Sophie Ewald • Lesley Ewing • Rebecca Ewing • Colin Eykamp • Jackson & Peggy Fahnestock • Michael Fajans • Daniel Fama • Chris Fano • Luke Faraone • Bob Farman • Casey Farmer • Paul Farrell • Lesley Fascia • Amanda Fasenmyer • Adele Fasick • Andrew Faulkner • Brent Faville • Jaime Fearer • Jonathan Fearn • Claire Feeney • Erin Feeney • Scott Feeney • Joseph Feldman • Robert Feldman • Andrew Ferguson • Jeff Ferland • Christina Ferracane • Nicole Ferrara • Mike Ferrier • David Fields • Adrian Filice • Colin Findlay • Lisa Findley • Adrian Fine • Andrea Fineman • Katherine Fines • Ellie Fiore • Jeff Fippini • Catherine Firpo • Diane K. Fischer • Lisa Fisher • Claire Fitzgerald • Susan Fizzell • Doug Flaming • Anthony Flanagan • Kay Flavell • Mike Fleisher • Jonathan Fleming • Sarah Fleming • Brian Fletcher • Susan Floore • Janelle C.

Flores • Martin Flores • Peter Flores • Katherine Florio • Gary A. Floyd • Julie Flynn • Kirsten Flynn • Rachel Flynn • Jim Fong • Chris Ford • Thomas Ford • Kirsten Fordyce-Wheeler • Jim Forsberg • Mike Forster • Thomas Fortier • Benjamin Fortin • Fletcher Foti • Rosanne Foust • Jennifer Fox • K.C. Fox • Nathan Francis • Taryn Fransen • June Fraps • Benjamin Frazier • Douglas Frazier • Robert Frear • Amalia Freedman • Jake Freedman • Sarah E. Freeman • Yusef Freeman • Chris Freise • Paul Fritz • Christine Fry • Richard Fuentes • John Henry Fullen • Frank L. Fuller, FAIA • Luke Fuller • Margurite Fuller • David Fung • Chad Fusco • Kali Futnani • Maureen Futtner • Eric Gabrielsen • Don Gagliardi • Jeffrey Galbraith • Kalen Gallagher • Larry Gallegos • Morgan Galli • Paavan Gami • Daniel Garcia • Evelyn Garcia • Marissa Garcia • Zachary Garcia • Kevin Gardiner • Linda M. Gardner • Nitin Garg • Ritu Garg • Sarah Garmisa • Bryn Garrett • David Gast & Elena Schmid • Ryan Gates • Andrew Gaul • David Gazek • Christopher Gebhardt • Megan Gee • Robert J. Geering • Julian Gelvezon • Jennie Gerard • Steven Steinhour • Ed Gerber • Hartmut H. Gerdes • Martin Gerendasy • Marci Gerston • Daniel Getelman • Lina Ghanem • Jeff Gherardini • Nicole Ghiselli • Jill Gibson • Barak Gila • Art Gilberg • Jim Gilbert • Keith & Sue Gilbert • Lily Gilbert • Adam Gilgoff • Gillian Gillett • Dan Gillette • William Gimpel • Jasmine Gipson • Jason Gladding • Dehan Glanz • Stuart Glaser • Joy Glasier • Dan Glassoff • Chris Glenn • Paul Glenn • Christopher Glick • Ray Glickman • Justin Glover • Lisa Gluckstein • Carol Goldberg • David Goldman • Ron Golem • Andrea Gomez • Monica Gomez • Sandie Gong • Irving Gonzales • Rick Gooch • Christopher Goode • Pam Goode • Sarah Goss • Larry Gould • Hugh Graham • Alex Grande • Robert Grandy • Noah Grant • Loni Gray • Neil Gray • Cristina Greavu • Danette Green • Stewart Green • Melanie Greenfield • Eugene & Barbara Gregor • Will Gregory • Wylie Greig • Emily Griego • Michael Griepentrog • Janice Griffin • Ian C. Griffiths • Daniel Grinnell • Rebecca Griswold • Kyle Grochmal • George Grohwin • Kara Gross • Robin Grossinger • Chris Gruwell • Marc Guberman • Joanna Gubman • Kerry Gudjohnsen • David Guiang • Steven Guichard • Anna Guiles • Solange Y. Guillaume • Joe Gulden • Jie Guo • Thomas Guo • Kieran Gupta • Parag Gupta • Boaz Gurdin • Isac & Minette Gutfreund • David Gutzler • Ethan Guy • Jinhee Ha • Joanne Ha • James Haas • Joe Hackett • Meghan Hade •

## Chris Iglesias

CEO

The Unity Council

Oakland Board, SPUR



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

Development without displacement.

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

An expanded and more efficient BART system.

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

Three strikes.

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

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

**What one thing truly embodies the spirit of your neighborhood?**

The Fruitvale Transit Village.

## Susan Leal

Principal

Urban Water Works

San Francisco Board, SPUR



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

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

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

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

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

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

### What one thing truly embodies the spirit of your neighborhood?

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

### Which SPUR initiative excites you most?

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

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

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## Garrett Herbert

Managing Partner-Silicon Valley  
Deloitte LLP  
San Jose Board and  
Executive Board, SPUR



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

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

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

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

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

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

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

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

### What one thing truly embodies the spirit of your neighborhood?

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

## Doug Shoemaker

President

Mercy Housing California

San Francisco Board, SPUR



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

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

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

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

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

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

### What one thing truly embodies the spirit of your neighborhood?

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

### Which SPUR initiative excites you most?

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

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