

From Railyard to Neighborhood: The Rise of Mission Bay

By David Prowler

Today, the air in City Hall, in the neighborhoods, and among developers is thick with talk of area plans. From Treasure Island to the Shipyard, with stops at Rincon Hill, Mid-Market, Balboa Park, Showplace Square, Octavia and Market, Visitacion Valley, and the whole eastern edge of the City along Third Street, planners and communities are taking a fresh look at the City's physical development. For planners, lawyers, environmental reviewers, and traffic counters, these are busy times.¹

But it's easy to lose sight of the power and scope of plans that transform neighborhoods, especially when those plans become steel and jobs, kitchens and labs, sewer lines and parks. Wrapped in the details, we can be surprised when we finally do look around, to see a city transformed. In this issue, which profiles the rapidly changing neighborhood of Mission Bay, guest editor David Prowler brings together articles that look at the Mission Bay Plan and how the area's urban design, environmental sustainability, history, and emergence as a potential medical-research nucleus make it integral to the future of the city.

Mission Bay today is a very different place from six years ago. Six years ago you could have taken the freeway to the trailer park and the sprawling half-empty Port Maintenance Facility, except that the freeway overhead was stubbed out at Third Street. The bridges linking the empty lots to the north to the empty lots to the south were seismic hazards.

Today, in the summer of 2005, it is a very different picture. The N Mission Bay streetcar is standing-room only on its way to SBC Park, the 42,000-seat ballpark that has been described as one of the greatest ballparks in baseball. Thousands of people live in the high-rise and mid-rise towers fan-

ning out across from the ballpark. They shop at the local Safeway and the Borders Books and next spring will be checking books out of their branch library. Kids play at the Mission childcare center. In the near distance, south of the retrofitted Lefty O'Doul Bridge, rises the new UCSF campus in Mission Bay South, with three laboratory buildings occupied and a striking community center under construction. The headquarters for California's stem cell research effort is moving to the neighborhood.

Underlying this growth is the enormous investment in infrastructure—sewers, streets, sidewalks, utilities—that made it possible. In just six years, Mission Bay has been the site of a radical transformation unequalled in San Francisco since the City laid out the Avenues flanking Golden Gate Park.

Background

Mission Bay is the over-300 acres bounded by I-280, the Bay, the Caltrain tracks and station to the north, and Mariposa Street (see Figure 1, page 3). It *was* an actual bay—and when Mission Dolores was dedicated in the late 1700s, you could have canoed between them. Little by little, it was filled in to become wharves and railroad yards.

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NEWS AT SPUR

PIER 70 CHARRETTE

One of the greatest, and most at-risk, cluster of historic buildings in the city is the old Union Iron Works complex at Pier 70, on the southeastern waterfront south of Mission Bay. Between the expense of rehabbing the buildings, the cost of toxic remediation, and the limits on potential uses imposed by the State Lands Commission, Bay Conservation and Development Commission, and city voters, no one has yet been able to solve the problem of how to save Pier 70. We cannot yet announce that this problem has been solved, but a step in the right direction was taken with the 25th anniversary EDAW Summer Internship Program. EDAW, an international design and planning firm headquartered in San Francisco, partnered with SPUR and the Port to bring 21 students from graduate planning and design schools around the world together for two weeks to develop proposals for Pier 70. The team came up with a mixed use concept that “zips” these former industrial lands into the fabric of the city (see the plans at www.edaw.com/intern05/vision/vision.aspx). With any luck, the students’ work can help inspire some new and creative thinking about this long-overlooked part of town. Following up on a standing-room only presentation at SPUR in July, there will be a SPUR walking tour of the site on August 18th (see calendar, page 14) and an August 23rd presentation at the Port Commission.

NOT TAKING CARE OF WHAT WE BUILD

We try to note failures as well as successes in this section, so it is in that spirit that we note the Board of Supervisor’s rejection, by a 5-6 vote, of reform of the capital planning and budgeting process. In light of decades worth of neglect, SPUR proposed legislation in June 2005 requiring that the City set aside an adequate portion of its budget each year for maintaining capital assets like buildings, streets, and parks. Some members of the Board of Supervisors balked at such a requirement, saying, in essence, “trust us, we will be more responsible through the normal budget process each year.” We agreed to a modest compromise proposal to dedicate future “one-time revenues” (windfall money that will not be available again the following year) for “one-time uses” (meaning capital improvements). Instead of spending these one-time revenues on staffing up a program when the staff would have to be laid off a year later, the funds would be invested in the City’s deteriorating infrastructure. Supervisor Elsbernd carried this legislation; Supervisors Alioto-Pier, Dufty, Ma, and Peskin voted for it as well. But the remaining six supervisors once again failed to commit themselves to even this modest proposal for maintaining these public physical assets.

APPOINTMENTS

SPUR Board Member Peter Winkelstein was appointed by the mayor to serve as SPUR’s representative on the Blue Ribbon Committee on San Francisco General Hospital’s Future Location. Mayor Newsom also appointed SPUR Board Member Sandy Mori to the Western Addition Citizen’s Advisory Council and SPUR Advisory Council member David Lee to the Recreation and Park Commission.

MID-MARKET MOVES FORWARD, MAYBE

On June 23rd, the Planning Commission found the Redevelopment Plan for the

Mid-Market area to be in conformity with the General Plan and adopted a Special Use District and zoning map amendments that would implement the Plan. This is the product of many years of work by the Redevelopment Agency and the Planning Department in conjunction with a broad-based Project Area Committee of which SPUR is a member. The Redevelopment Commission itself must adopt the Plan before the full package goes to the Board. Although the plan severely restricts the use of eminent domain, does not propose acquisition and clearance, and dedicates more money for affordable housing than the entire \$100 million in last fall’s failed affordable housing bond, opponents of redevelopment have still tried to tar the plan with the stigma of the urban renewal that happened in the Fillmore and South of Market more than thirty years ago. There will be a SPUR forum on Mid-Market on Wednesday, August 10 (see calendar, page 14).

HOUSING ACTION COALITION SECURES APPROVAL FOR NEW AFFORDABLE UNITS

Two new, 100 percent affordable housing developments were approved by the Planning Commission, totaling 411 units. At 18th St. and Alabama St. in the Mission, Citizens Housing is building a mixed-use project combining low-income family and senior rentals with for-sale family condos. The Citizens project includes 12,000 square feet of light industrial space on-site and a City CarShare pod; it replaces a vacant parcel, which was previously used as a rental tuck parking lot. In the Bayview, BRIDGE Housing is building 260 units with of a mix of senior rental units and below-market-rate condos, right at a new Third Street Light Rail stop. Both projects expect to break ground in mid-2006. For more info, see the Housing Action Coalition website at www.sfhac.org. ✨

What we see on the ground today was a long time coming: after World War II, the flight of jobs and housing to the suburbs, the movement of industry to cheaper locations, the replacement of train traffic by truck and air, left San Francisco and virtually every other North American city, with underutilized railyards. Our new neighborhood now known as Mission Bay, consisted of some 300 acres between the elevated I-280 freeway and the bay—flat, built on fill of unknown quality, toxic, and surrounded by disused piers and other neighborhoods with industries dead or dying.

The Santa Fe Pacific Realty, an offshoot of the railroad, was formed to develop such parcels. So in 1981 they presented the city with a mundane proposal of mid-rise buildings. They were told to come back with a real design. They came back with a spectacular plan of high-rise buildings set on lagoons, in recognition that the site was once a bay. Again, with its image so different and seemingly unconnected in plan or economic pattern to the city, it had a short life. At some point the neighbors did their own plan of Sunset-like blocks and single-family houses. Then in 1984, a new team of development professionals was brought in. With the Planning Department as client and paid for by the developer, yet another plan was produced. This plan was later refined by the developer, and through a series of negotiations with the City, a development agreement was signed in 1991. It won design awards. But nothing happened.

The planning of Mission Bay was handled by four mayors, three planning directors, and successive corporate incarnations and leadership on the ownership side.² It has been defeated at the ballot. Plans have featured high-rise office buildings, a Home Depot, canals, a domed stadium, a Metreon clone, and a rented wetlands with a full-time staff. And finally it's happening.

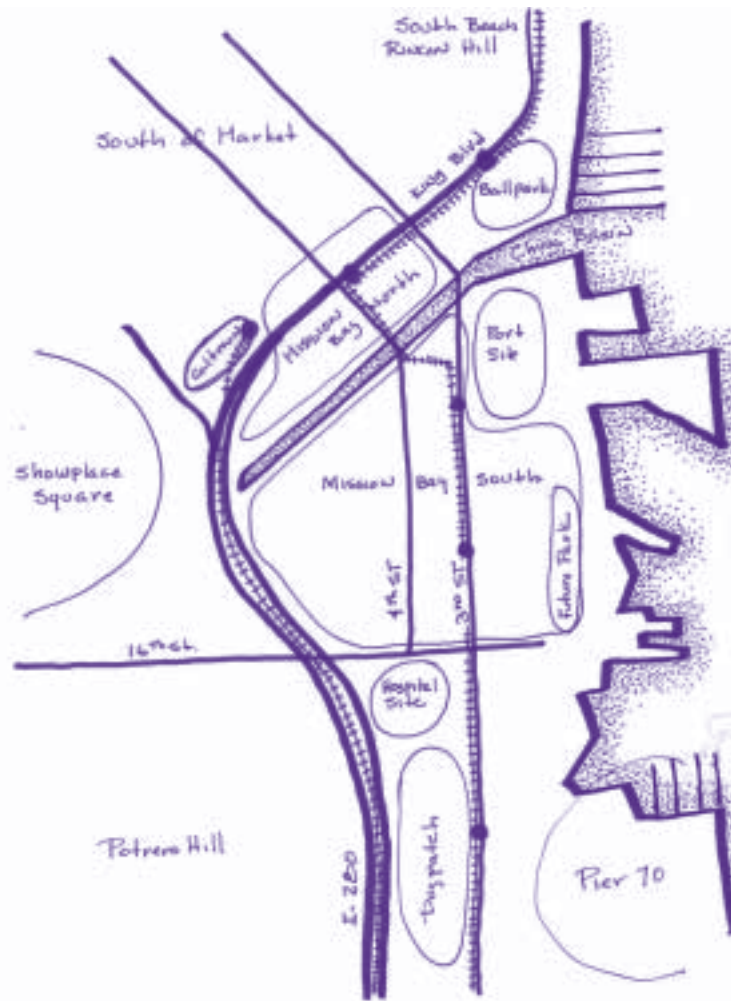
The Mission Bay Plan

The Mission Bay Plan calls for 6,000 new homes, 28 percent of them affordable with subsidies generated by the project; over 50 acres of parks; 6 million square feet of flexibly zoned commercial space; and a 43-acre UCSF campus. Figure 2 (page 5) shows the overall land use plan and building sites currently completed or under construction.

Adoption of the Mission Bay Plan in 1998 was the beginning of a projected 30-year buildout, with the rate of development to be determined by market demand. Parks and other public improvements (such as transit links, police and fire station,

and a public school) are to be triggered by the rate of development. Progress has been extraordinary. The neighborhood north of the channel and the new campus are well underway, with more growth planned for the next few years. This fall, site preparation will begin on the first non-campus housing development south of Mission Creek.

FIGURE 1: MISSION BAY—SHOWING THE SETTING AND PRINCIPAL TRANSPORTATION CONNECTIONS



Housing and Retail

The Plan allows about 6,000 housing units, in a mix of building types. Half will be built north of Mission Creek and half south. Twenty eight percent of these will be affordable—almost double the amount required by redevelopment law. These units will be indistinguishable from the neighboring market-rate units and distributed throughout the project area. Private developers include 255 of these in their market rate projects and the remaining 1,445 are to be built by nonprofit organizations on land provided to them by Catellus.

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Mission Bay may turn out to be the San Francisco neighborhood with the most socioeconomic integration, with wealthier and lower-income homeowners and tenants living side-by-side.

Already, 1,079 housing units in the area have been built and are occupied. Of these, 148 are affordable. Another 551 residences are in construction, and yet another 1,150 units will begin construction within a year. Amy Neches, senior project manager at the San Francisco Redevelopment Agency, predicts that “if the market stays strong, we’ll see 3,500 to 4,000 units in Mission Bay in the next five years.” Along with the housing already built, there is 110,500 square feet of neighborhood-serving retail and over half a million square feet of office space (which includes the new home of the State’s Stem Cell Initiative). Another 100,000 square feet of retail is currently under construction.

UCSF Campus

Catellus Development Corporation and the City jointly donated 43 acres to the University of California, enabling UCSF to double its size and grow its research capability. Construction on campus has been rapid with Genentech Hall, the Arthur and Toni Rock Hall, the California Institute for Quantitative Biomedical Research (QB3) and the 3.2-acre Koret Quad already built and occupied. This fall, the Mission Bay Community Center, an International Orange-colored four-story building by Mexican architect Ricardo Legorreta, will open. Student housing (430 units) and parking garages are under construction. At build-out, the campus will contain 20 buildings, employing over 9,000 scientists and technicians (all are shown in Figure 2).

Commercial Uses: Biotech, Office, Manufacturing

The campus is ringed on three sides by six million square feet zoned for a broad, flexible range of uses—from lab to office, multimedia, or manufacturing. The zoning for this area is very broad, enabling almost any kind of non-residential use, with offices able to cut ahead of the line for office-space allocation under 1986’s Proposition M, the City’s ceiling on office growth. But office-space demand has been slow in Mission Bay, as elsewhere. The Gap leased a new 280,000 square foot building in Mission Bay in 2000 but was unable to sublease the never-occupied building. Soon they will be moving in their Old Navy operations.

Of the six million feet of available space, 2.1 million has been bought by Alexandria Development, a nationwide builder of “science hotels,” incubators for labs and biotech researchers.

Parks

Nearly 60 acres of parks are included in the plan, in a variety of sizes and configurations—a Marina Green-type park at the Bay, Mission Bay Commons; a Panhandle-like strip; a children’s playground; sports courts; Koret Quad; and several mini-parks. Generally, the parks will be developed by the master private developer (Catellus or successors), as parcels adjacent to them are developed. So as a housing block is built, for example, a park across the street gets built. Already the southern edge of Mission Creek, accessible from Channel Street, has been developed into a landscaped “linear” park. Maintenance of the parks will be paid for by a Mello Roos tax³ on Mission Bay property owners.

Additional Plan Elements

A 500-room hotel, a public school, and a combined police and fire station are in the plan as well. At this time, there is just beginning to be interest in a Mission Bay hotel, but as Mission Bay is built out, the location near the University, the ballpark, and potentially a set of specialty hospitals should create a demand. The building of a school and police and fire station are triggered when Mission Bay’s population reaches certain thresholds.

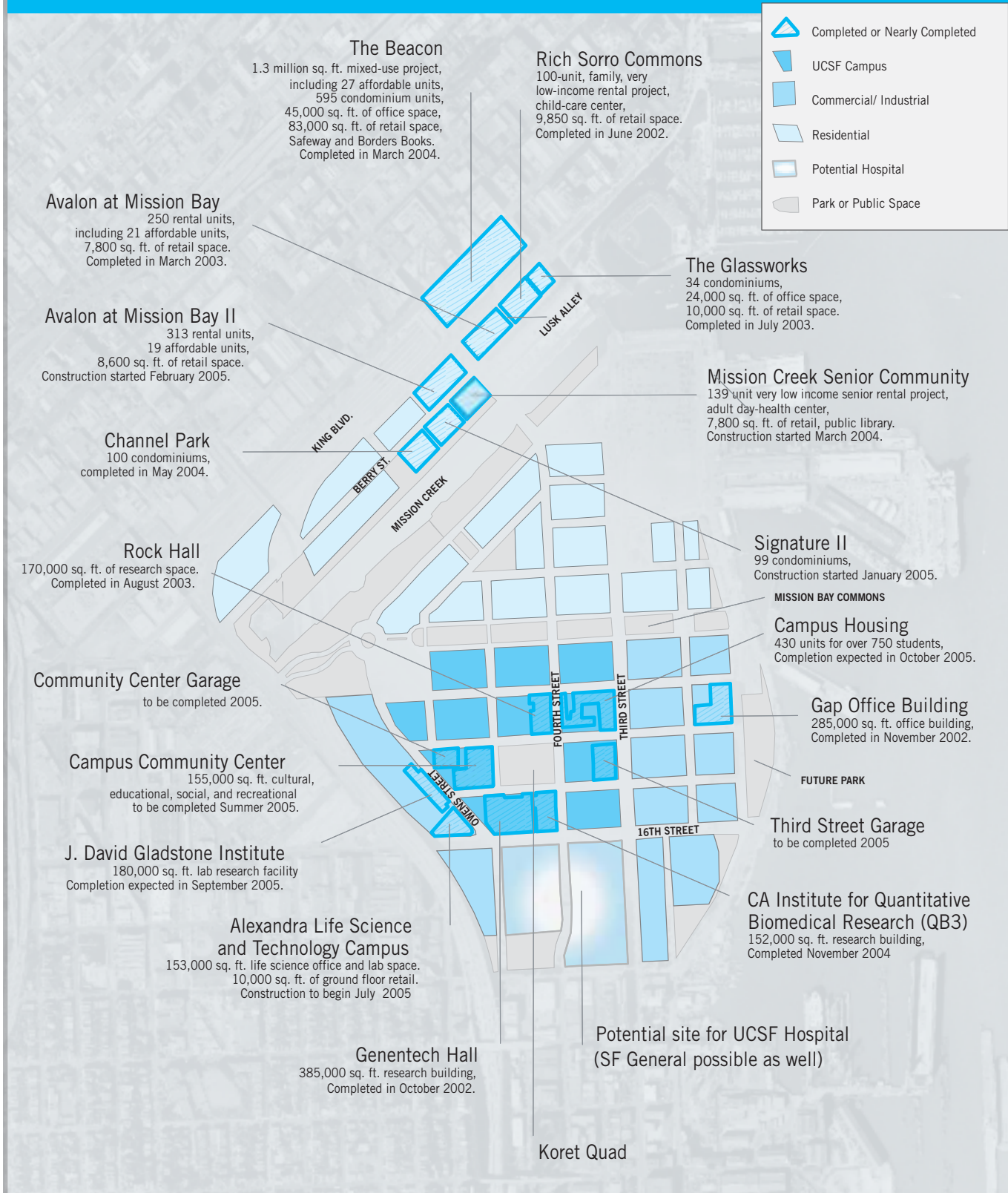
Infrastructure

Much of the cost in dollars and labor in developing Mission Bay has been spent building the underlying infrastructure—the streets, sewers, utility conduits, curbs, storm drains, water-treatment facilities, telecommunications systems, and, on the UCSF campus, a cogeneration power plant for the campus. Before any of this could be built, though, the City had to map out the streets and create official parcels—a function the Department of Public Works rarely has to do and that took longer than anyone expected. All this effort—creating the armature for development—is common in areas where sprawl is the norm, where farmland is becoming sliced into subdivisions. But established cities like San Francisco are rarely called upon to design and put in place these necessary elements, and gearing up to do so here took a long time. The City is still struggling with the challenges of approving the maps and improvements.

FIGURE 2:

Mission Bay Land Uses

showing buildings completed or under construction



Map: GreenInfo Network

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Ownership of the land is divided between the City and Catellus. The pattern was sorted out through a set of land swaps that were not completed until almost nine months after the plan was approved. The plan calls for a new set of streets, to be built by Catellus according to the City’s specifications. Catellus is to pay for these streets, along with a new utility system, sewers, and other improvements with reimbursement provided by the Redevelopment Agency’s access to increased tax revenues from development. As properties are built and assessed, they provide new taxes, and this increment is used to pay for the infrastructure which made the development possible in the

percent of construction contracts going to local minority or women owned businesses. Twenty-five to thirty-five percent of jobs have gone to residents referred from programs run by Young Community Developers and the Mission Hiring Hall. And these are good jobs—about 2,000 union construction jobs. Other Mission Bay employers are pitching in also. Half of the 150 jobs at the Mission Bay Safeway were filled through City-funded jobs programs.

The adopted plan differs from previous plans for Mission Bay in some very significant ways. The previous 1991 plan was rigid, a set of linkages and formulas and triggers that gave Catellus certainty but removed flexibility. Nelson Rising, CEO of Catellus, explained why he decided to



Left: Overall view from the South.

Right: The UCSF Campus Community Center.

Far right: Rock Hall (viewed across Koret Quad).

Photos: David Prowler

first place. As taxes increase, the increase is used to pay for the improvements. But if the new taxes are insufficient, it is the developers’ responsibility to make up the shortfall. The adopted plan estimated a cost of \$200 million for the necessary improvements, including parks. That amount has already been spent and the Redevelopment Agency’s current estimate is double, at \$400 million.

Construction Jobs

The City has established goals for the recruitment and hiring of San Francisco residents and firms, administered by the Redevelopment Agency. Overall, the goals are being met, with 30–40

terminate the old plan. “The previous plan called for office use north of the Channel and housing south of the Channel. It required that for every 700 square feet of office one housing unit be built—artificially linking two markets usually not in synch. To require a developer to take that risk makes no sense. And the housing could only be built as nonprofits built their affordable units, but there was no financing mechanism for public infrastructure or affordable housing. The plan required way too much ground floor retail, much more than could be supported. And the plan couldn’t accommodate UCSF. And finally, the plan required a \$30 million deposit before we could do environmental investigation. It was a non-starter.”

Plan Elements

The new plan relies on financing tools of the Redevelopment Agency. Under California law, redevelopment agencies can sell bonds based upon projected increases in property tax revenues and capture those increased taxes to repay the bonds. This is a handy tool—the currently anticipated cost of the streets, parks, sewers, and other infrastructure in Mission Bay is more than \$400 million. In the 1991 plan, these costs were borne solely by Catellus. Now they are covered to some extent by taxes generated by the new development. Above that, the cost is borne by property owners who have imposed upon themselves an additional Mello-Roos Tax.

In an earlier SPUR article (“How to Turn a Parking Lot into Apartments, a Library, and a Grocery Store the Hard Way,” May 2004, p. 1), I stressed the necessity for a public/private partnership to meet the twin tests of political and financial feasibility. Without the votes and popular support, projects won’t be approved. Without logic in the marketplace, they won’t get built, and neither the developer nor the City will get the benefits for which they negotiated.

The adopted plan calls for more than 2,000 fewer housing units than the 1991 plan but “the financing is available for the affordable housing to actually be built” according to Marcia Rosen, director of the Redevelopment Agency.



In redevelopment districts, housing is always subsidized from the tax increment, so there is a guaranteed source of funds for affordable housing in Mission Bay. For the non-profit built housing, the subsidy cost is about \$100,000 per unit.

The adopted plan is not dependent exclusively on the office market. Because the six million square feet of space is zoned so broadly for office, research and development, life science, or commercial use, as market demand shifts buildings can be developed to meet that demand. The empty Gap-leased office building east of Third Street shows how important this flexibility is. Markets change. And the owner’s construction schedule is determined by their perception of the market rather than a set schedule.

In fact, the first housing built and occupied in Mission Bay was Rich Sorro Commons on Berry St., built by Mission Housing Development Corporation for low-income families.

The world surrounding Mission Bay, at least to the North, has changed enormously in the last few years. In a very real sense, the city grew to Mission Bay’s border, creating the critical mass necessary to jumpstart development north of the Channel. Previous Redevelopment efforts had created a new neighborhood in South Beach, with over 2,800 units springing up in 20 years. The Ballpark, too, helped establish the district as a place with a real identity. (While some neighbors were ada-

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mant during the entitlement of the Ballpark that it would destroy the neighborhood, Nelson Rising at Catellus foresaw it as a boon to residential development in the area. And he was right.) The Embarcadero, with palm trees, lighting, and Muni Metro, weaves Mission Bay North into the city. The Third Street Light Rail will connect all of Mission Bay to downtown as well as to the neighborhoods to the south, such as Bayview and Hunters Point. And the UCSF campus provides a central feature and identity for the area south of the channel.

Mission Bay As a Medical Hub

The City and Catellus joined in donating 43 acres south of the Channel to UCSF for the creation of a biomedical research campus. UCSF is among the nation’s pre-eminent biomedical research institutions and its ability to secure grants and conduct research was limited by its ability to house laboratories and other research space. The University

campus would be a magnet for private related users such as biotech companies. It has been the City’s hope that the campus would spawn a biotech cluster in much the same way that Stanford served as a catalyst for the growth of the computer industry. After all, biotech in the Bay Area employs 85,000 people at 800 companies, generating \$4 billion a year in revenue. Catellus hoped to attract buyers and renters of new buildings; the City hoped to attract businesses to pay taxes and employ residents.

Biotech in San Francisco has gotten off to a slow start. South San Francisco has offered a critical mass of biotech companies, with 40 percent of Bay Area biotech jobs located there. “No one at UCSF in the last 40 years could start up a new company anywhere near Parnassus, so they learned to cope with distance and settled in South San Francisco or the East Bay” said UCSF Vice Chancellor Bruce Spaulding. According to Spaulding, companies will be attracted by the reality of a campus rather than the anticipation of a campus. It’s not “plan to build it and they will come”—it’s



Left: QB3 and Genentech Hall.

Right: The UCSF campus.

Far Right: Rock Hall and Koret Quad with downtown in the background.



was constrained in its ability to grow on Parnassus Heights, hemmed in by residential neighborhoods and bound by an agreement banning expansion. Mission Bay was one of three finalist sites under consideration by the Regents and it was this donation of the land that clinched it.

The City hoped to reach a number of goals by retaining UCSF. With 21,000 employees, the school is second only to the City government in numbers of workers in San Francisco, and the City wanted to retain those well-paying jobs and capture future job growth. After build-out, 9,000 scientists and technicians will work at the Mission Bay campus. UCSF has done a good job of linking up with City College and other employment training programs to ensure that San Franciscans get a good shot at these jobs. And the City and Catellus hoped that the new

build it and they will come. As that happens, interest rises. Banking on that, Alexandria Real Estate Equities, which specializes in life science projects, will begin construction next year of a five-story lab/retail/office building, with space targeted toward start-ups. Over time, Alexandria plans 2.1 million square feet of lab space at Mission Bay. The entry of Alexandria into Mission Bay’s biotech arena is “beyond a vote of confidence; to me it’s a sign it will happen” said Amy Neches, Redevelopment Agency project manager. And the City’s successful effort to land the headquarters of the California Institute of Regenerative Medicine (the “Stem Cell Headquarters”) should increase our prestige as a leader in biomedical research.

But there are hurdles. According to Spaulding, “the questions still before us are—will the

advantages of proximity be overwhelmed by the cost premium of being in an urban area, and will pricing in the Mission Bay area be more competitive than it has been for the last five years?”

A New Hospital in Mission Bay?

Confronted with a State-mandated need to replace seismically vulnerable hospitals (AB 1953), both UCSF and San Francisco General Hospital are eyeing parcels within Mission Bay as potential sites for new facilities. UCSF is farther along in its effort. They plan to move in-patient care facilities to Mission Bay to address the needs of children, women, and cancer patients. This spring, the University of California Regents approved pursuing a long-term lease with Catellus for a 9.7-acre site just south of 16th Street to accommodate at least 210 beds. These acres would not suffice for the new hospital complex. UCSF would need to acquire a total of 14.5 acres. The hospital south of the campus should be built by 2012.

tech and medical-related companies. Those needing a clinical setting for testing—by offering experimental treatments or devices to patients—would benefit from the proximity to a working hospital. And he points to the broad use categories permitted in the Plan for the commercial space as evidence that the Plan never envisioned that all the commercial eggs would be in the same basket.

The Redevelopment Agency and the University have worked out a proposed arrangement designed to mitigate the loss of taxes earmarked for housing. Under the proposed agreement, the University would purchase a 1.6 acre site already set aside for affordable housing for \$5 million and, without recourse to City subsidy, develop 160 affordable apartments—a contribution worth an additional \$16 million. These would be targeted to lower-income UCSF employees. (UCSF has over 21,000 employees. Half live in San Francisco, so there should be plenty of potential tenants.)

UCSF has also agreed to fund a joint planning effort to assist San Francisco General in



Photo: Jeff Swenerton



UCSF is considering adding an additional 400-bed hospital on the Mission Bay campus by 2030.

While a hospital cluster at Mission Bay would offer operational cost savings over time and enable joint planning between UCSF and San Francisco General, it could present some challenges to the City’s ability to meet the goals of the Mission Bay Plan. While the campus donation was intended in large part to spawn a demand for off-campus biotech users, the potential hospitals would be tax-exempt and need space proximate to the campus that would otherwise house those users. Already, a prime biotech site at 654 Minnesota Street, just south of Mission Bay, has gone from private biotech lab use to a proposed use as UCSF offices. But UCSF’s Spaulding asserts that a hospital use increases the attractiveness of Mission Bay to bio-

deciding on the possibility of co-location. On the one hand, San Francisco General is staffed by UCSF doctors, so co-location makes a lot of sense. But on the other hand, the City does own the current hospital site so no land would have to be acquired. And the current central location is a benefit to the population served by San Francisco General. Mayor Newsom recently appointed a task force to recommend a course of action for the replacement of San Francisco General, and they are expected to do so by end of summer.

Around Mission Bay

Mission Bay doesn’t exist in a vacuum. Just as SBC Park and growth in South Beach sparked the

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“The Rise of Mission Bay” continued from page 9

development of Mission Bay, Mission Bay sets the tone for its surroundings and will be affected by changes around it. To other than hardcore planning wonks, the division between Mission Bay and neighboring districts may become harder to discern.

SOUTH BEACH

South Beach is a 20-year old redevelopment area, with a mix of incomes primarily consisting of high- and mid-rise housing developments. At the northern edge, Lend Lease Corporation is constructing the Watermark condominium project, and across the Embarcadero will be the new cruise terminal. Closer to SBC Park, on King Street, a 10-story, 132-room hotel is under consideration. At 123 Townsend, we'll find Al Gore's new media headquarters.

CHINA BASIN BUILDING AND CHINA BASIN LANDING

The China Basin Buildings predate the modern Mission Bay—at one time it was a distribution center for food coming into the Bay Area. Now, as the world around it has changed, so has the nature of the China Basin Building and the neighboring China Basin Landing. They have a vacancy rate of just three percent, unheard of in the City's lagging office market. A \$100 million expansion of China Basin Landing is in the works.

WESTERN SOMA

The Board of Supervisors has appointed a task force to make recommendations regarding the western edge of SOMA, generally bounded by Townsend Street and the Caltrain tracks, Bryant Street, 3rd and 7th Streets. It's an area with some large developable sites, including the Flower Market and the San Francisco Tennis Club. As the City considers investing billions of dollars to bring rail closer to the density of downtown at the Transbay area, it is worthwhile to look at the potential to build over the train yard and tracks leading into the Caltrain Station at 4th and Townsend on the border of Mission Bay and SOMA. The tracks are on land now owned by Farallon Capital Management, zoned for office uses, and with a Caltrain easement for the trains.

SHOWPLACE SQUARE

Showplace Square is in a wrinkle in the map of San Francisco: it's not South of Market or the Mission or Potrero Hill. It borders on Mission Bay, but that border is a freeway. You might not have a reason to go there unless you are a designer to the “carriage trade.” That's all going to change. The showrooms aren't going away, but Bill Poland

of Bay West Group has submitted to the City an ambitious plan to create a new neighborhood with housing and retail, cafes and parks. Currently in the environmental review process, his proposal would create 775 new housing units.

Under plans submitted to the City by Bay West, A.F. Evans Development, California College of the Arts, and Cherokee Investment Partners, other projects in what is being called the Design District could provide an additional 750 units, for a total of 1,500 (by comparison, the Rincon Hill Plan would create about 2,100 units). A.F. Evans will begin construction on 224 condominium units at 601 King Street at the end of summer 2005. Not far from Showplace Square, at 5th St. and Townsend, a new 50-room boutique hotel is planned.

CENTRAL WATERFRONT

Central Waterfront is the planners' name for the area south of Mission Bay to Islais Creek, bounded by the Bay and I-280. Along with the rest of the “eastern neighborhoods,” this area has been a policy battleground for years as the City tries to balance the need for housing with the need for workplaces of various sorts other than offices. In December 2002, after two years of public meetings, the Planning Department released the proposed Central Waterfront Plan.

In most of the Central Waterfront Plan area, new housing and offices would be prohibited. (Some of that is land under Port jurisdiction, where the State Lands Commission bans housing in any event.) It includes a preferred alternative, which would allow housing along Third Street and preserve housing in Dogpatch. Dogpatch is the historic name for the neighborhood just south of Mission Bay, west of Third Street. It's a funky mix of tiny Victorians, industrial space, new and converted loft buildings, Esprit Park, and the Hells Angels clubhouse. On Minnesota Street, the City's only previously existing lab building is under contract to become a UCSF office building, and the former Esprit manufacturing and headquarters building is proposed for conversion to 142 residential units. Under the proposed Central Waterfront Plan, from 1,500 to 4,000 new housing units would be built along Third Street, with the future of the Potrero Power Plant as the key variable.

The City's proposed plan is now three years old, and the draft Environmental Impact Report (EIR) won't be published until December 2005. An attempt to re-zone the area at the ballot, put before the voters in March 2004 as Proposition J, failed. And during the last decade, our industrial job base has shrunk for a variety of reasons

beyond the control of zoning, reasons more related to the cost of labor here relative to Asia, truck and shipping access, and forces at work throughout the nation and the globe. It has been difficult for the Planning Department to get a handle on the future of the Central Waterfront because they are assuming the burden of crafting an economic vision for the City in a policy vacuum, and with only the tool of zoning at their disposal.

Citywide and south of Mission Bay, we have yet to craft such a vision. Housing? Industry? Labs? A mix? What kind of jobs do we want to see there and how do we prepare our residents to fill those jobs? What sectors provide the best jobs for our existing workforce and how do we attract or retain them? Does it help to offer payroll tax incentives or use other fiscal tools? How do we deal with the toxics legacy of the area? What is the relationship between the types of jobs to be spawned at Mission Bay and the Redevelopment plan for the former Hunters Point Shipyard? The City should launch an effort to get agreement on these questions and use that as an economic roadmap rather than leaving the Planning Department to grapple with how to zone our economic future. Voters recently passed a mandate for the City to develop an Economic Development Plan for San Francisco and work on that effort is slated to begin in the fall.

OTHER AREAS

Pier 70: The Port worked with international planning and landscape architecture firm EDAA, headquartered in San Francisco, this summer on a graduate student planning charrette to take another look at uses for Pier 70. This site just south of Mission Bay offers some complex development challenges. At one end is an operating power plant, a drydock is working on ships, use of most of the site is constrained by State Trust issues, there are several toxics issues, and many of the structures are both historic and structurally deficient. Yet this recent charrette offers an exciting vision that is expected to spur new interest in the area.

Port property south of the ballpark: It looks like part of Mission Bay, but this temporary parking lot for the ballpark, owned by the Port, isn't in the Mission Bay plan. The Giants have another five years to go on their 10-year lease. Just across McCovey Cove from SBC Park, Piers 48 and 50 are designated for maritime use. The Port Maintenance Facility, relocated to make room for the ballpark, is there along with buildings under short term leases to maritime users. As Mission Bay builds out, this acreage, currently zoned for "public" use, will become an increasingly attractive development site.

Mission Bay Chronology

- **1981** Southern Pacific Railroad unveils plan for the former rail yards. The plan called for 20-story office towers with 8–10 million square feet of office and between 7,000–16,000 housing units. Plan goes nowhere.
- **1983** A new plan is unveiled quadrupling the office space previously proposed (in towers up to 42 stories high), 15,000 housing units, 636,000 square feet of retail, 900,000 square feet of industrial uses, and parking for 10,000 cars. And lagoons with gondolas.
- **1984** New owner, Santa Fe Pacific Realty, launches new planning effort, funding the Planning Department to take the lead. The resulting plan calls for 8,000 housing units (3,000 of them subsidized, without an identified source of funding and with market-rate housing permitted only as affordable units were delivered), 68 acres of parks (including to-be-created wetlands), and 4.8 million square feet of office space. Maximum height: 10 stories. The plan would have required passage of a vote exempting Mission Bay office space from the Proposition M–mandated limit on office. With funding provided by downtown office owner Walter Shorenstein, a campaign defeats the exemption.
- **1990** Santa Fe Pacific Realty spins off Catellus.
- **1991** New mayor; revised plan. This time, it's an additional 700 affordable units (still no source of subsidy), less office and industrial space, more retail. The wetlands become soccer fields. For the first time, a Mission Bay plan makes it to the Planning Commission and the Board, where it is approved.
- **1996** New Catellus president Nelson Rising decides old plan is unbuildable and begins negotiating new plan with the new Mayor, Willie Brown. With encouragement of business-led Bay Area Life Sciences Alliance, Catellus and the City begin negotiations to bring UCSF to Mission Bay. Johnson Fain and SMWM are the architect/planners.
- **1998** New Plan approved unanimously by Planning Commission, Port Commission, Redevelopment Commission, Public Utilities Commission, Arts Commission, Muni Commission, Board of Supervisors. Mayor Willie Brown signs the legislation creating the Mission Bay North and South Redevelopment Areas in November, 1998.

No plans are in place or under consideration for re-use of the site. The Giants have expressed interest in building a parking structure and, perhaps, an arena, but no proposal has been seriously floated.

What Can We Learn From Mission Bay?
Most plans underway elsewhere in the city are intended to skillfully weave new development

continued on page 12

into existing neighborhoods, which creates challenges as well as opportunities for those developments that are not found in Mission Bay. In part because of pre-existing conditions (the freeway and train tracks that border Mission Bay and the development challenges of landfill) and in part because of the extraordinary concentration of ownership by Catellus, Mission Bay was destined to express a character unique from the rest of the built City. In the Bayview, in the Better Neighborhoods areas (Market & Octavia, Central Waterfront, and Balboa Park), and in the eastern neighborhoods, in mid-Market, and in other areas in the planning process, the challenge is different: how to fit into existing communities while meeting contemporary needs for housing and community. The process is better informed by current residents and owners and the transition from past to future can be seamless and dispersed.

Ballpark and UCSF. Without such drivers, inertia can set in. At Mission Bay, the City was able to take advantage of twin opportunities: the expansion of UCSF and the Ballpark. We were forced to respond to UCSF’s decision-making schedule and to the Giants’ ballpark ballot victory. Both the Giants and UCSF presented the City with their schedules and the City was able to marshal the resources to meet them. At the same time, the imposed deadlines gave structure to the community and political reviews. Without them, planners and other officials can lose track of the goals of plan adoption and implementation. We have a number of planning efforts underway that are in their second decades, with no end in sight.

Mission Bay is the product of a special time, when economics and political will lined up.

Former Mayor Willie Brown hitched the wagon of his administration to Mission Bay and the Ballpark. And he had the tools to make them happen: loyal commissions and a Board of Supervisors comprised of a majority of his appointees. But the



Left: Pier 70.



Right: McCovey Point with SBC Park behind.

But without a big stakeholder with an interest in investing in the neighborhood’s future, the day-to-day momentum can be severely diluted.

You can’t create by zoning, only allow or prohibit. The 1991 plan, abandoned by Catellus in 1996 allowed a lot of things: millions of square feet of office, tons of neighborhood-serving retail, and it mandated both in what order they must be built and at what rate. Offices, market-rate housing, parks, and affordable housing were all chained together. Right now it is easy to forget that not long ago the office market was roaring and that neither rental nor for-sale housing penciled out. The market has its own logic and unless the City is willing to step up to finance desired uses, all we can do is prohibit uses we don’t want. When we allow what nobody wants to build, we don’t get much to show for it.

Mission Bay evolved in response to the

Mission Bay Plan enjoyed popular support outside of City Hall as well. Housing advocates, clean water advocates, transit and bicycle constituencies, park advocates, labor unions, all lined up to support the plan. Foes of previous plans were effusive in their support. And to ensure that the plan would be negotiated and approved, Brown tapped long-time City Hall staffer, former Chief Administrative Officer, and widely respected civil servant Rudy Nothenberg to take charge. Along with Jesse Smith from the City Attorney’s Office and David Madway from the Redevelopment Agency, Nothenberg made it happen and set the tone for City departments to put priority on Mission Bay.

You can’t design a community; it has to evolve. It’s hard to build and design a new project of the size of Mission Bay with the quirky, surprising mix people love about cities. Maybe

it can't be done. Other than a historic firehouse, we won't be seeing in Mission Bay the juxtapositions of architectural styles we see elsewhere or, really, the lapping up against a gritty neighborhood we see where South Beach meets the fringe of downtown or where the Western Addition redevelopment meets the Fillmore. Mission Bay isn't an accretion of buildings over time; it is fulfilling a blueprint. Inevitably, something is missing. John Elberling, a nonprofit-housing developer in South of Market, is a longtime critic of Mission Bay planning and now a Mission Bay resident. He says, "Given twenty or thirty years, sure the district will evolve into something like a traditional neighborhood. You've got to give it time."

One reason that the impressive growth of Mission Bay is so surprising on first encounter is that for most people, there's no real reason to go there. Why would you? The parks are only partially built, the retail in place is not intended to be a destination, and there's not yet a critical mass of residents in Mission Bay to support anything but the chain stores found there now. But the Redevelopment Agency's Neches assures that the grain and mix of retail on 4th Street, south of the Channel, will be the pedestrian draw that Mission Bay so far lacks.

Is Mission Bay a "success"?⁴ What is success? Have we created another charming San Francisco neighborhood, with shops and a history? No. Was the process a model of community-based planning? No. Was the Plan showered with planning awards? No.

But the City had clearly defined goals in Mission Bay: to create a mix of housing types and affordability (with subsidies provided by Mission Bay development), to keep UCSF growth in San Francisco, and to set the framework for a new system of parks and other amenities. In redevelopment terms, it is en route to being a great success: a blighted area of toxic landfill and patchwork uses is now housing people and jobs. The assessed value of Mission Bay has increased 340 percent. The Redevelopment Agency will achieve a higher percentage of affordable housing, at all levels, than has been reached anywhere else in the City. University of California growth has been kept in the city.

It is useful to think about the limits of redevelopment, and the organic growth of cities over time. Redevelopment is not intended to be used as a tool where that growth is occurring—it is for districts where growth is stymied, with the Agency required under State law to prove that the area is blighted beyond the ability of the private sector to get it back on its feet.

It is early to call the question on how Mission

Bay hangs together. Most of it has not yet been built; the park system isn't in place; there isn't anyone living in Mission Bay South and a critical mass of residents north of the Channel isn't in place. Off the UCSF campus, there are only 5 residential buildings, the Gladstone Institute, and the empty Gap building. And the areas around Mission Bay, from Western SOMA to Showplace Square and south to the Central Waterfront, are poised to change in relation to Mission Bay.

The current Mission Bay Plan—the one being *built*—isn't perfect. No plan, no building or neighborhood, no change in the city we once knew, is. But the proof is on the ground: people come home and cook dinner there, they shop for books and groceries, and they study and work in laboratories. Like true San Franciscans they gripe about Muni service and parking. And over time, Mission Bay won't be a new neighborhood; it will be another neighborhood. ✨

David Prowler is president of Prowler, Inc (www.prowler.org). He was a planning commissioner, the City's project manager for Mission Bay and SBC Park, and staffer at the Human Rights Commission, Trust for Public Land, and Chinatown Community Development Corporation. His last SPUR Newsletter article was "How to Turn a Parking Lot into Apartments, a Library, and a Grocery Store the Hard Way" in the May 2004 issue. He would like to thank David Alumbaugh, Kevin Beauchamp, John Elberling, Amit Ghosh, Andrea Jones, Karen Knowles-Pearce, Amy Neches, Rudy Nothenberg, Simone Perez, Bill Poland, Teresa Rea, Nelson Rising, Bruce Spaulding, Joshua Switzky, Corinne Woods, and Ashur Yoseph for their help with this article.

NOTES

1. Plans underway include Rincon Hill, Mid-Market Special Use District and Redevelopment Plan, Eastern Neighborhoods Interim Controls, (Summer 2005); Bayview Hunter's Point Redevelopment Plan (September 2005); Market and Octavia (January 2006); Balboa Park, Glen Park, Mission Neighborhood Plan, Showplace Square/Lower Potrero Hill Neighborhood Area Plan, Central Waterfront Plan (June 2006).
2. When the Redevelopment Plans were approved in 1998, Catellus Development Corporation, the Santa Fe Railroad spinoff, owned nearly all the property in Mission Bay. Since then, much of the property has been sold to housing developers and to Alexandria Real Estate Equities for biotech development. In 2003, Catellus sold the remaining parcels to a subsidiary of Farallon Capital Management, a hedge fund that will sell them over time for development. Catellus remains in place as master development manager, responsible for planning and infrastructure construction. Catellus recently announced that it is being acquired by a Prologis, another publicly-traded real estate investment trust, which will assume the development management responsibilities through the current Catellus staff.
3. The Community Facilities District Act (CFD), also known as Mello Roos, authorizes local governments and developers to create CFDs for the purpose of selling tax-exempt bonds to fund public improvements. Subsequently, property owners that participate in the CFDs pay a "special tax" to repay the bonds. See www.mello-roos.com.
4. Also see accompanying articles analyzing Mission Bay's sustainability and design for discussion of those topics.

AUGUST 2005 SPUR FORUMS

Please post. All forums are open to the public—free for members and \$5 for non-members.

Thursday, August 4

The City Budget



The mayor and Board of Supervisors just passed the City's annual budget. The content of the \$5.3 billion spending plan affects every aspect of City government operations. What has changed in the City's spending priorities, and why? How did policymakers once again balance the budget? What are the long-term implications for City services? Join **Ben Rosenfield**, director of the Mayor's Budget Office, for a discussion of the latest spending plan.

Tuesday, August 9

Public Health Reform



A recent report found that lack of integration within the public health system duplicates services and fails to manage complex patient populations. San Francisco spends more per resident on public health than other cities by a huge margin—approximately \$400 per year where the national average is \$64. Join national expert **Pat Terrell**, Controller **Ed Harrington**, and **Monique Zmuda** and **Peg Stevenson** from the Controller's Office to discuss the report and its recommendations.

Wednesday, August 10

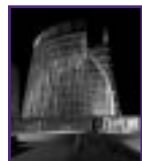
Mid-Market Plan Update



After a decade of planning, the Mid-Market Redevelopment Area has been approved by the Planning Commission, and will go to the Redevelopment Commission then to the Board of Supervisors for adoption next month. Join **Mike Grisso** from the Redevelopment Agency, **Marshall Foster** from the Planning Department, and **George Williams** from SPUR's Mid-Market Task Force for a presentation on the plan.

Thursday, August 11

Cathedral of Christ the Light



Craig W. Hartman, FAIA, of Skidmore, Owings & Merrill LLP presents the award-winning design for the Cathedral of Christ the Light commissioned for the Catholic Diocese of Oakland. Sited on Oakland's Lake Merritt, the

Cathedral complex integrates gardens designed by Peter Walker and Partners and uses sustainable design strategies to achieve its innovative light form. The new building is scheduled to open in 2008.

Saturday, August 13 **OFFSITE LOCATION**

Mission Bay Bike Tour

SPECIAL TIME: 10:00 A.M.



At 330 acres, it's too extensive to easily see it all by foot—so join **Amy Neches**, Mission Bay project manager for the Redevelopment Agency, for an insider's bike tour of Mission Bay North and South. Reservations are required, and space is limited, so reserve your place by emailing events@spur.org or calling 415-781-8726 x122. This tour is limited to SPUR members only.

Tuesday, August 16

Cityspace Main Station Zürich



A new redevelopment tool was created in Zürich that allows planners to build new edges to the existing inner city and a "gate" to the hundreds of trains entering and leaving Zürich main station daily. Based on the concept of Dutch Architects Kees Christiaanse & Partners, a special planning instrument—the *Gestaltungsplan*—was developed as a link between the master plan level and future projects. Architect and Planning Department of Zürich Project Coordinator **Peter Noser** will present the goals and challenges of the planning concept.

Tuesday, August 16

The Future of Light Industry in S.F.

WINE AND CHEESE RECEPTION: 5:45 P.M.

PRESENTATION: 6:00 P.M.



For eight years, controversy has raged on the future of what the Planning Department calls "Production, Distribution, and Repair," occurring mostly in the city's eastern neighborhoods. Finally, a professional supply/demand study has been done. Join Interim Planning Director **Dean Macris**; **Amit Ghosh**, director of long range planning; and **Darin Smith**, vice president at Economic & Planning Systems, Inc. in a discussion of this important report and its implications for future growth of the city's economy.

Unless otherwise noted, all onsite SPUR forums are held at 312 Sutter Street #500 (at Grant) at 12:30 pm.

Thursday, August 18
Climate Change in California



In the next few decades, California and the Bay Area are going to be facing extreme changes in climate, including hotter summers and winters, decreased availability of water, and increased incidence of severe weather events. Professor **Michael Hanemann**, director of the California Climate Change Center at UC Berkeley, will discuss what is in store for the Bay Area and how local planners and officials can mitigate the adverse effects of climate change and reduce California's contribution of greenhouse gas emissions.

Thursday, August 18 **OFFSITE LOCATION**
Walking Tour of Pier 70

SPECIAL TIME: 4:00–5:30 P.M.



Pier 70 was the recent focus of EDAW's intern program, which visualized new futures for this diverse area of working waterfront, landmark-quality buildings, and Bay access. Join Port staff and staff and interns from EDAW on a walking tour and discussion of the site and its possibilities. The tour will be followed by optional no-host drinks and discussion at Kelly's Mission Rock. Reservations are required, and space is limited, so reserve your place by emailing events@spur.org or calling 415-781-8726 x122. This tour is limited to SPUR members only.

Tuesday, August 23
SF GreenPRINT



SF GreenPRINT is a new database application that identifies, monitors, and reports on the design and construction of municipal building projects that are required to comply with the City's LEED Silver ordinance. SF GreenPRINT includes an environmental scorecard that equates LEED credits to environmental and financial benefits for a given project. **Rich Chien** and **Mark Palmer** from the Department of Environment will lead a demonstration and discussion of this new implementation tool.

Wednesday, August 24 **OFFSITE LOCATION**
Walking Tour of Mission Bay North

SPECIAL TIME: 10:00 A.M.

Flanking both sides of King Boulevard, Mission Bay North is home to 1,079 completed dwelling units,



with another 551 in construction, as well as 110,500 square feet of retail. We are pleased to have **Amy Neches**, Mission Bay project manager for the Redevelopment Agency, lead us on a special tour of this booming area. Reservations are required, and space is limited, so reserve your place by emailing events@spur.org or calling 415-781-8726 x122. This tour is limited to SPUR members only.

Wednesday, August 24
GIS for Land Preservation



A new tool has just been developed by a consortium of three nonprofit environmental organizations. This computerized Geographic Information System

can document, map, and analyze environmental, demographic, and legal information to be used to better understand land conservation priorities in the Bay Area. Join **Tom Steinbach**, executive director of Greenbelt Alliance, **Tim Wirth**, Bay Area program director for the Trust for Public Land, and **Ryan Branciforte**, GIS specialist with GreenInfo Network, for a demonstration of this new technology in service of the environment.

Thursday, August 25
Riverfront Redevelopment in China



Stephen Engblom, director of urban design at EDAW's San Francisco office, will present lessons learned from five years of work on waterfront regeneration projects in China using two Shanghai sites as case studies, including regeneration of vast industrial areas such as the Shanghai World EXPO 2010 Master Plan and creating a human-scale entertainment waterfront district seen in the regeneration of the historic Zhabei warehouse district.

Thursday, August 25
To Save or Not to Save: the Knotty Issue of Modern Architecture



The built environment of the past fifty years reflects so much of the present that understanding its significance poses key challenges to the framework of preservation advocacy and practice.

Dr. **Anthea M. Hartig**, director of the western office of the National Trust for Historic Preservation, discusses how traditional constructions of historic preservation will work with the wide range of buildings and places of recent memory.

The Greening of Mission Bay

The chance to build Mission Bay with sustainable buildings is a rare opportunity, but some developers are missing out

by Marie Jones

In 2003, the City enacted an ordinance requiring that all new City buildings of a certain size be built to, or exceed, the Leadership in Energy and Environmental Design (LEED) Silver standard. Some developers have followed suit, with five private projects built in the city that meet LEED certification. But in the City's Mission Bay development agreement, voluntary employment of green building techniques and materials has had a mixed record. The University of California San Francisco (UCSF)

focused on exceeding the State's mandated energy code requirements, and include Genentech Hall, a 390,000 square foot five-story building, completed in 2002, which includes extensive use of daylighting and achieves 23 percent better energy performance than the State's Title 24 energy code; and Rock Hall, a 168,000 square foot, five-story research facility that achieves 15 percent better energy performance than Title 24. The new Helen Diller Family Cancer Research Building will be the first Mission Bay proj-



Photo: Jeff Swenerton

Left: The Gladstone Research Institute.



Photo: David Prowler

Right: Channel Park viewed across Mission Creek.

has been the strongest adopter of green building, precisely because the entire University of California system adopted LEED as the standard for new construction in 2004. The Redevelopment Agency has also actively pursued green building and sustainability features in affordable housing and public facilities since passage of the City's ordinance.

UCSF Projects

UCSF, the sustainable-building leader at Mission Bay, has developed three green projects. The first two were completed prior to the University of California's adoption of a Green Building Code, which stipulates a minimum of 26 LEED credits (the number required to achieve a LEED Certified building) for all new projects. These projects

ect to be completed under the new LEED-compliant guidelines. The Cancer Research Building will provide 165,000 square feet of space to researchers at the UCSF Comprehensive Cancer Center and enable a dramatic expansion of programs focused on cancers of the prostate, kidney, and brain. Indoor environmental quality was the prime focus of green building efforts at this facility, including carpets, paints, adhesives, or sealers that do not admit the volatile organic compounds that are major indoor air pollutants; additional commissioning to improve the building's energy performance; best indoor air quality construction practices; and individual thermal controls at every station. The project will also feature water-conserving appliances and fixtures, diversion of 50 percent of all construction waste from landfills, and no use of ozone-depleting chemicals.

Private Sector Commercial Projects

Itra Corp's 270-unit, 350,000 square foot condominium project at King and Fifth Street, will include a living roof, a recycled-content façade system, extensive daylighting, cross ventilation, low-flow toilets, green finishes such as bamboo flooring, and green-building materials like flyash concrete. The project will likely include sufficient features to become a LEED-certified project. The 285,000 square foot Gap Office Building, developed by Catellus, has a flyash concrete foundation and a greywater plumbing system and beats the Title 24 energy code by 15 percent, primarily through use of dual-pane insulated e-coat windows. The Gladstone Research Institute has an unusual long and relatively narrow footprint that maximizes the amount of natural light in offices and laboratories. Equipment areas are located in the center

Housing

Unfortunately, most of the 700 market rate housing units at Mission Bay do not include green-building features. Projects with no appreciable green features include: The Beacon (595 units), the Glassworks (34 units), Avalon at Mission Bay I and II (563 units), Rich Sorro Commons (100 very low income units) and Channel Park (100 units). The Signature II project (99 units currently under construction at 235 Berry) will incorporate open space, natural light, a fresh air ventilation system, and a rain screen, though the developer noted the project was not designed specifically as a sustainable project. The leader in sustainable Mission Bay housing development is Mercy Housing, which is developing a LEED-certified 140-unit very low income senior rental project that includes an adult day-health facility and a



Right: Mission Creek Park.

Photo: Jeff Swenerton



of each floor to maximize energy conservation. The building also features bamboo flooring and state-of-the-art case work (work benches, cabinets, shelving) that allow for flexible floor reconfiguration without destroying and rebuilding case work as requirements change. Alexandria Real Estate Equities, Inc., the ultimate developer of the largest quantity of Mission Bay space (2.1 million square feet), has not committed to building to the LEED standard. According to Alexandria's Terezia Nemeth, vice president of development at Mission Bay, the firm is "evaluating each new building on a case-by-case basis to identify green features that make sense." Alexandria Development will soon break ground on its first project, designed by Catellus, which lacks green-building features.

branch of the public library. Called the Mission Creek Senior Community, the project includes a 40-kilowatt photovoltaic array on the rooftop, an exterior sun shade system for the library to reduce heat gain, energy-efficient appliances and lighting, low-flow water fixtures, extensive daylighting, rapidly renewable materials such as linoleum kitchen floors and bamboo baseboards, and a variety of recycled-content materials in the structural frame, exterior cladding, ceiling tiles, wall board, and carpets. The project has also been piped to use reclaimed water for landscaping and public toilets.

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A Cleaner Creek, Greener Parks, and Bike Paths

The greening of Mission Creek began with the transformation of the waterway into a less odorous experience as the city rebuilt and updated its sewer system to handle stormwater surges that used to result in sewage overflows into the creek. The recently completed 3.2 acre Mission Creek Park features green landscaping design with native plants along the creek, decomposed granite on park paths to reduce stormwater runoff, and is designed to filter and feed stormwater runoff from the entire site into Mission Creek. Other features include a revitalized wetlands with recently planted cordgrass and pickleweed and new pilings that provide perches and forage for great blue heron, egret, and night heron. The City has just completed plans to build the Mission Creek Bikeway and Greenbelt along two miles of Mission Creek, which will begin to connect the Mission to the spectacular San Francisco Bay Trail, a waterfront walking and bike path that rings the bay. The trail will facilitate greater bicycle and pedestrian activity and improve aesthetics along the historic Mission Creek rail corridor. The project will include bicycle and pedestrian friendly improvements such as: sidewalk bulb-outs, “zebra style” crosswalks,

new traffic signaling, street resurfacing, landscaping treatments, and new lighting and signage.

Water Quality

According to the Mission Bay Environmental Impact Report, the effect of Mission Bay on water in San Francisco Bay will be positive—the development will actually serve to improve water quality. This is because of a system, unique in Mission Bay South, whereby storm runoff will be treated onsite before making its way to the Bay, reducing the load on the Southeast Water Treatment plant. Elsewhere in San Francisco, we have the relatively unusual system of a combined sewer system. That is, all rain and other runoff goes to the water treatment plant for full treatment, along with sewage. The system usually works well, but during some heavy rainstorms, untreated water exceeds the capacity of the treatment plants and both runoff and sewage flow untreated into the Bay. Here, special street scrubbers will clean the streets of chemicals before they enter the sewers, and parking lots in Mission Bay are designed to be porous so that the ground can soak up stormwater before it enters the system. *

Marie Jones, principal of Marie Jones Consulting and a LEED Accredited Professional, provides urban planning, economic development, and green building consulting services.

CHANGE IN INDIVIDUAL MEMBERSHIP DUES

As a SPUR member, you probably don't need to be convinced that SPUR is an essential resource for making San Francisco a better place to live and work. Our success doesn't happen overnight. Good ideas germinate from 125 noon and evening forums held each year. To shape ideas into policy recommendations, last year we brought people from every sector of the city and region into our offices for more than 500 meetings, ranging from debates over ballot measures to brainstorming sessions about how to promote green buildings. While we cannot claim that all of our recommendations succeed at being implemented—far from it—we do work hard to translate our policy work into action, rather than just leaving the good ideas on paper.

We carry out work on virtually every major policy issue that faces San Francisco on a tiny budget. We are able to do so much because our members, not staff, do the vast majority of the work.

Nevertheless, we do have significant expenses—our staff, our offices, our newsletter, and all the other elements that go into running a successful organization. So we are grateful to you, our members, for your financial support.

With our fall member renewal cycle, we are asking all of you to stay with us for an increase to SPUR's membership dues. The last time we raised dues was in 1995. The \$55 membership from ten years ago has the same buying power as \$70 today.

Therefore, the Board of Directors has approved a new dues structure. The Regular Member dues will increase by \$10. The new structure will go a long way to help us accomplish our goals and we are confident that the benefits of SPUR membership will far exceed the membership dues cost to you. Starting this month the 2005-2006 individual membership dues structure will be:

Student (full-time)	\$25
Regular Member	\$65
Advocate	\$250
Planner	\$500
Visionary	\$1000
Low Income	\$25

A family membership is available at the Regular Member level for two members of the same household and their children under 18 for an additional \$35; one mailing will be sent. At the Advocate Level and above, family members are automatically included.

Major donors—those who give an annual membership of \$500 or more—are part of SPUR's Civitas society, which brings you into contact with a group of SPUR's core supporters for regular gatherings and discussions.

We thank you for your support in making San Francisco the best it can be.

New SPUR Executive Director

By Jim Chappell

I am pleased to announce the promotion of Gabriel Metcalf from the position of deputy director to executive director, effective August 1, 2005.



Gabriel is, of course, well known to SPUR members, around City Hall, and throughout the community as a bright and creative leader. For the last several years, Gabriel has been in charge of the “program,” as opposed to fundraising and administration, part of SPUR—he has lead our policy development work, our advocacy campaigns, and our public education efforts. Since 1999 he has been the managing editor of SPUR’s monthly newsletter. And he has provided staff support to most of SPUR’s issue committees and task forces.

During the eight years Gabriel has worked at SPUR he has proven his ability to get things done. He staffed our 1999 Muni reform campaign, helped start City CarShare, helped start the Housing Action Coalition, and managed dozens of major SPUR policy efforts, encompassing every issue we work on. He is also well-credentialed, holding a Masters of City Planning from UC Berkeley and a degree in political science from Antioch College.

Gabriel will now be assuming leadership over annual fundraising and administration for SPUR, with help from a new policy staff member to take over some of his program work.

I am continuing in my role as SPUR president, with a single focus: making the SPUR Urban Center a reality. To do this, I will be raising money for SPUR’s capital campaign to create the SPUR Urban Center at 654 Mission Street, and I will be leading the development of the exhibition and programming content for the Urban Center, to create the central gathering space on the West Coast for people interested in cities, environmental planning, and urban design.

I will, of course, also be around to help Gabriel with fundraising.

Please join me in congratulating Gabriel on his new role!

More Than a Plan, Less Than a Place

The buildings and settings at Mission Bay assessed

By John Parman

Mission Bay is finally happening, and at a speed—especially at the new UCSF campus—that’s quite astonishing. If its northern half exists to provide needed, relatively affordable housing within a street-car ride’s distance of downtown, and its southern half is there to keep UCSF’s formidable research presence in the City and attract stem cell research and co-locating urban biotech, then Mission Bay is clearly on the right track.

The projects at Mission Bay have attracted good architects and landscape architects, but the results so far are generally less than stellar. This may point to problems with the plan or with the way its owners and stewards administer it. This is an early view, of course. It will be much easier to

While some of this reflects the nascent quality of the place, I think the bigger problem is the scale. The planning framework is writ large, which puts an extra burden on Mission Bay’s stewards to press for buildings and settings that, without sacrificing density, introduce the details and nuances of an urbane and human scale.

The New University of California, San Francisco Campus

Standing on the north side of UCSF’s Koret Quad, its width is “right” from the standpoint that you can see the sky over the wall of buildings that line its south edge. The quad feels as large as UC Berke-

Photo: Jeff Swenerton



QB3 (left), Genentech Hall, and their monumental entry porch.

The Avalon (right) at Mission Bay has balconies along its Lusk Alley façade.

Photo: Jeff Swenerton



assess the results in 12 or 15 years. SPUR asked for a critique of its urban design and architecture now, though, so this one is necessarily based on what’s suggested by its current patchwork of completed buildings, streets, and landscapes, along with several projects, mentioned here, that are under construction or still in design.

“B minus” was the grade that an old friend, long involved with the project, gave to the development there to date. It’s interesting that “like Mission Bay” has entered local parlance as a way to imply blandness and missed opportunities. I agree, but I found it to be more bleak than bland.

ley’s central glade, but flat. Despite some grading, the only real vista point is the monumental entry stairs and porch that serve as an entry to Genentech Hall and the adjoining California Institute for Quantitative Biomedical Research (QB3).

The decision to make an unrelieved wall of these two buildings may reflect a desire to recreate the internal circulation between research areas that characterizes UCSF’s main campus at Parnassus Heights. That would be fine if there were some effort to give the wall some north-south porosity, but it effectively blocks off 16th Street from the Quad.

From an architectural standpoint, the buildings around the quad are of varying quality, ranging from a spec office building (Rock Hall) to background academic (Genentech and QB3) to the more colorful Campus Community Center, designed by the same architect of Chiron in Emeryville and Solana near Dallas. This new building holds the west end of the quad very well, helping to bound it spatially when viewed from the east, but its stylistic replication of the architect's past work suggests he saw no reason to do anything original.

West of Koret Quad, Owens Street runs at a diagonal, bordered by a series of building sites that back up to the 280 Freeway. The first of these, the Gladstone Institutes, forms the visual terminus of the pedestrian walk along the south edge of the quad. The building, which is aggressively plain and gray, makes no concessions to its location. It is evenly matched in this respect by the Campus Community Center parking garage, which appears to have been pulled out of that building like a piece of normally-hidden infrastructure, its concrete slabs covered in a metal mesh that hides nothing. This is barely architecture.

The new UCSF campus is neither urban nor suburban. It's not a walled fortress, but it's not

Like them, it's organized around an internal courtyard, but the façades of these late modern buildings are more variegated. The buildings are not far enough along for me to say if these details will be convincing in final form, but the architects have succeeded in defining an outdoor space with a more human scale and introducing eye-catching details, like a second-story bridge and outside exit stairs at the southwest corner, that will be appreciated by those who live and work at Mission Bay. The decision to make the building along Third Street taller than the rest also helps give the overall complex much more visual interest than its neighbors.

Mission Bay's New Housing North of Mission Creek

While there are communal balconies in the UCSF housing, bays are their main façade motif, something they have in common with most of the Mission Bay housing further north. Along Lusk Alley between King and Berry Streets, the units of Avalon at Mission Bay phase one have balconies that bring an otherwise lackluster façade alive by reminding passers-by



UCSF's campus housing complex defines an internal courtyard. Shown here is the South building.



The Beacon's Fourth St. and King corner, with the ground floor Safeway supermarket.

NYU, either. What's emerging is similar in density and look-and-feel to the science-and-technology precincts of other UC campuses. This is ironic, considering that the original campus master plan makes considerable reference to urban academic campuses in east coast cities like Providence as precedents. They make a greater effort to break up the building mass, introduce multiple "ways through," and define secondary open spaces.

One exception to the prevailing look is the still-unfinished housing complex northeast of the quad. Its precedent is the highrise dorms at UC Berkeley.

that real people live here. Terraces that open out to the street may do the same thing.

The Beacon, which spans Third and Fourth on the north side of King, reminds me of European new towns like Eindhoven in Holland that took a faithful but diagrammatic approach to their planners' intentions. And that's too bad, because King is a very wide street. As a pedestrian, you want to look across that distance to something good—and feel that your own side is also holding its own. One place where a visual

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conversation of this sort happens is at Third and King, where the ballpark (surely our century’s equivalent of having a cathedral in the neighborhood) faces the Glassworks, the only newly completed building in this part of Mission Bay that manages to hold its own architecturally.

Despite the Glassworks at the corner, the south side of King Street between Third and Fourth Streets has the something of the “monolithic wall” quality of the south side of Koret Quad. The façade of Rich Sorro Commons uses a rhythm of bays and windows, and of mock-arcades at street level, to try to mitigate this, but it’s too simple.

The still-in-design Signature I project along King at Fifth Street falls in with this pattern. Its south façade on Berry Street, partly lined with two-story townhouses and a public stair to its upper-level plaza, is a bit more interesting, but the building as a whole is an exercise in the Miami “big lattice” school. Like the Chiron replay at UCSF, this is the trademark look of its architects. They

Mission Bay’s Public Spaces and Infrastructure

Another wait-and-see aspect of Mission Bay is the public infrastructure that’s intended to weave it together visually and physically. There are parks at the waterfront and Mission Creek, and Mission Bay Commons, a panhandle-like promenade of substantial width that separates UCSF from the housing. There’s Third Street, the main road south, soon to have light rail service, and Fourth Street, Mission Bay’s shopping street, which will be deliberately damped down at the UCSF campus, the retail action shifting east to Third.

This seems reasonable, both to keep the campus from being cut in two by a river of traffic and to give the future biotech community somewhere to go—a setting they can share with their university colleagues. In its wisdom, UCSF appears to see the plaza that runs east from the quad along the south edge of the new housing as the entry to the new campus from that side. This led them to site their new parking garage and another building between

Photo: Jeff Swenerton



The Glasswork’s Third St. façade, facing SBC Park.

The proposed Signature I project on King: lattice architecture, Miami style.



should be pushed to go beyond their own clichés.

In contrast, Signature II, at Fifth and Berry Streets, fronting on Mission Creek, has balconies and two-story townhouses at grade on all of its façades, and a courtyard terrace of usable size that looks out to the south and can be accessed by landscaped outdoor stairs from that side. The organization of its façades has a clear base and top, with the middle stories accentuated by the layered treatment of the façade. This is an exemplary project that should be pointed to by the Redevelopment Agency as a precedent for what follows.

it and 16th Street, blocking any view of the quad from Third Street. Because the plaza is seen by UCSF as the place for retail, the garage makes no provision for it along Third Street. As light rail activates this corridor, which seems inevitable—especially when the proposed new hospital across 16th Street comes on-line—that omission will be noticed, because the plaza is a long walk from there.

Based on looking at a rendering of Mission Bay Commons, it appears that Third Street will be a fairly major obstacle to its continuity, in the same way that the Embarcadero’s twin roadways interrupt the pedestrian plaza that connects Market Street to the Ferry Building. This is inevitable, I suppose—the traffic south has to go somewhere—

but it will need to be managed in a way that gives pedestrians a fighting chance to get across.

Most of Mission Bay's development is far from the Bay itself, so the parks on both sides of Mission Creek—and the views into it—will be quite important. At the UCSF campus and in the biotech area, the harbor appears in the distance, visible by looking toward the southeast, down the Bay. So it may be useful to consider overlooks on the roofs of the buildings there with views, something the UCSF housing will provide. (If the Redevelopment Agency and the Port could put their heads together, they might find a way to build a walkway along the creek so that people could duck under the Fourth and Third Street bridges and access the waterfront safely. That would be a real amenity.)

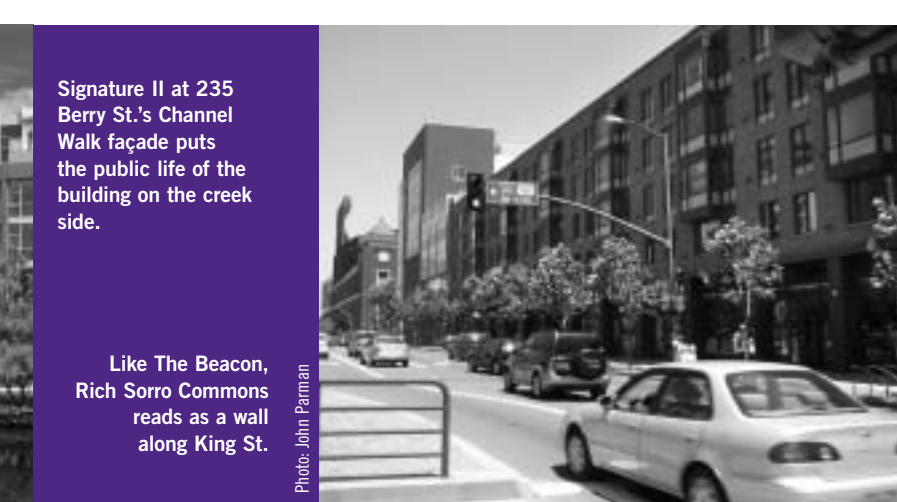
Making More of Mission Bay

Both the Redevelopment Agency and UCSF seem to be learning from the experience of building there, and several of their emerging projects, like Signature II and the UCSF hous-

ing, are useful precedents for future projects. What makes them so is their attention to human scale and to those nuances of architecture and landscape design that make a building and its settings a pleasure to experience.

These qualities are mostly missing in action at Mission Bay, because the emphasis has been on setbacks, mid-block separations, and other planning measures that are important, but won't on their own ensure buildings or streetscapes of any real quality. The *vara* grid south of Mission Creek (which replicates the 275 x 412.5 foot blocks north of Market) won't, either, although this pattern will provide a somewhat better framework for development than the larger, SOMA-like blocks north

of Mission Creek. (The transition between these block types is not currently apparent, because nothing that would reveal their impact has been developed yet south of the creek. To me, the perception of bulk is due less to the configuration of the blocks as to the way the building mass is handled.)



Signature II at 235 Berry St.'s Channel Walk façade puts the public life of the building on the creek side.

Like The Beacon, Rich Sorro Commons reads as a wall along King St.

Photo: courtesy Leddy Maytum Stacy Architects

Photo: John Parman

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ings to define courtyards with a human scale is a good idea. The idea of townhouses along the street is not applicable to UCSF's buildings or their biotech neighbors, but efforts could still be made to reduce their bulk and increase their visual interest. The risk for these buildings is that they look suburban, so anything that adds urbanity—the way the housing does by articulating bays, making a feature of the fire stairs, and in other ways saying "we're in a city"—is all to the good.

Making real amenities of Mission Bay's open space elements is the second issue on which UCSF and the Redevelopment Agency should focus. Since

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the dimensions of UCSF’s quad are given, recalibrating it for human use will mean breaking down its imposed scale by, for example, bordering the quad’s south and north walks with a second order of built or landscaped buffer that can narrow its apparent width. Whatever its other defects, the

At Mission Bay, the emphasis has been on setbacks, mid-block separations, and other planning measures that are important, but won’t on their own ensure buildings or streetscapes of any real quality.

Campus Community Center succeeds in defining the east end of the quad. Its width is more the problem than its length. (It’s too bad the housing wasn’t sited to the east of the quad with its tower element facing it to provide some welcome variation in height. Whatever is inserted between the garage and the quad still has this possibility.)

The challenge for Mission Bay Commons is to activate it as a destination by making room for things like farmers’ markets, pick-up soccer, and block parties. Some modest permanent facilities there could help support this. (In the rendering I saw, the Commons appeared wide enough to accommodate activities like this. If it’s not, it needs to be. It will be an important source of “breathing room” for the housing that borders UCSF, and if people there can’t really use it, the campus will end up taking up the slack.)

Mission Bay Can Still Be a Great Place

Sitting on SPUR’s Project Review Committee this year, I’ve been struck by what an impediment the entitlements process is for owners, developers, and their architects. It takes up all the energy that would otherwise go into the design process, so the results are often more like planning diagrams than real architecture.

Mission Bay has tried to resolve this problem. Its basic moves have been worked out in advance. There is still (my anonymous source reports) a degree of arbitrariness and the ever-present potential of bureaucratic delay built into the eight-month-long entitlements process, but there’s an

established entity to deal with, not reactive neighbors, and, as mentioned, an evident learning curve on the part of both of its stewards. They have opportunities, now and in the future, to push developers and their architects to move new development at Mission Bay beyond a diagrammatic adherence to its plans and push for a level of care and thoughtfulness that, so far, is not much in evidence.

The Glassworks, Signature II, and the UCSF housing are not groundbreaking works of architecture, but they are solid, well-designed projects that aim to create a real sense of place. Although Mission Bay is essentially a new town, its development is taking place within a city whose best districts are memorable not so much because they’re full of stunning architecture, but because they speak to us in human terms through their attention to scale and nuance. All across San Francisco, we can find examples of what Joe Esherick used to call “ordinary buildings”—architecture that’s designed with this human context in mind. We need them at Mission Bay, too. ✨

John Parman, a founder of Design Book Review, co-edits the Commentary section of LINE (www.linemag.org) and is a member of SPUR’s Project Review Committee. He thanks Amy Neches of the San Francisco Redevelopment Agency and Kevin Beauchamp of UCSF. Their commitment to Mission Bay’s quality is evident and commendable.

NOTE

1. Net of open space, UCSF’s overall FAR, for example, is just under 1.75. This is not an especially dense development. If anything, it’s not dense enough.

DESIGN CREDITS

Avalon at Mission Bay I developed by AvalonBay and designed by Fisher-Friedman

The Beacon developed by Centurion Real Estate and designed by SOM with HKS

California Institute for Quantitative Biomedical Research at UCSF designed by Bohlin Cywinski Jackson

Campus Community Center at UCSF designed by Ricardo Legoretta with MBT

Campus Housing at UCSF designed by SOM with Fisher-Friedman

Genentech Hall at UCSF designed by ZGF with Smith Group

The Gladstone Institutes designed by NBBJ

The Glassworks developed by Catellus and designed by Brand + Allen

Koret Quad at UCSF conceived and dimensioned by Machado & Silvetti and Laurie Olin with Chong & Partners, and designed by Peter Walker

Mission Bay Master Plan by Johnson, Fain (derived from one by SOM’s John Kriken), with contributions by others like SMWM (for streetscape and major phase detailed plans)

Mission Creek Park developed by Catellus and designed by EDAW; with a pavilion designed by Tom Eliot Fisch

Rich Sorro Commons designed by SMWM and Paulett Taggart

Rock Hall at UCSF designed by Cesar Pelli with Flad

Signature I developed by Signature Properties and designed by Arquitectonica

Signature II developed by Signature Properties and designed by Leddy Maytum Stacy (with landscape architect Marta Fry for the third floor terrace and outdoor stairs)

Third Street Parking Garage at UCSF designed by Stanley Saitowitz



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Home Tours Weekend

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This popular program offers design enthusiasts an inside look into distinctive residences in San Francisco. Showcased projects range from state-of-the-art single-family residences, including one of only three mid-century modern homes designed in San Francisco by famed architect Richard Neutra, to newly completed multi-family projects in Twin Peaks, Hayes Valley, Upper Castro, and the Marina District. This year, AIA San Francisco plans to showcase exceptional examples of prefabricated housing at the Home Tours Headquarters.

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WILL THE HOUSING BUBBLE POP?

Economists at the UCLA Anderson Forecast are predicting a real estate downturn in 2005 that could cause overall economic growth to slow. The group writes that the economy has been buoyed by high rates of consumer spending, made possible by wealth accumulated through increasing real estate values. If the real estate market cools off as Anderson researchers forecast, reduced consumer spending could follow, leading to slower economic growth. While a recession is not in the forecast, the group projects “sluggish growth” in 2006. *Source: www.uclaforecast.com*

FORGET THE GYM, JUST WALK

In a recent report on the continuing national obesity epidemic, *Time* concluded that the answer may be Americans just need to do more old-fashioned walking. The magazine says that, between 1977 and 1995, trips Americans made by walking declined 40 percent. Walking to school fell by 60 percent during the same period, and by 2001 only 13 percent of trips to school were made by foot or bicycle. In contrasting automobile-oriented America with American Amish communities, whose members do not drive, and walk for most of their short-distance trips, the magazine

found that Amish men walk an estimated 18,425 steps a day, compared to only 5,000 for the typical American. *Source: Time, June 6, 2005*

SPRAWL: COMING TO A MOUNTAIN NEAR YOU

A coalition of environmental groups is warning that California’s Sierra Nevada mountain range might soon become a locus of sprawl development and traffic jams if development pressure and poor planning persist. Between 1970 and 1990, the population in the Sierra doubled to 600,000; by 2040, that figure could triple to between 1.5 and 2.4 million. If current trends are any indication, most of the new residents will get around in cars: between 1990 and 2004, vehicle miles traveled increased by 30 percent in the area’s 13 core counties, while the number of registered vehicles increased by 36 percent. For the 102-page report on the implications of this growth, see www.sierranevadaalliance.org.

NEW DEFENSE AGAINST PARKING TICKETS: CELLPHONES

Tired of making change to feed the parking meter? Soon, you may be able to keep the meter reader at bay with your cellphone. Coral Gables, Florida, recently began the first program in the country that allows drivers to charge parking meters to their credit cards by making a quick phone call. The meter doesn’t expire until the driver calls again to log off. Though city officials say the convenience has been worth it, one consequence of the program has been a decline in revenue from parking tickets. *Source: “No meter money? Use your cellphone,” Miami Herald, June 16, 2005. Available at www.miami.com/mld/miamiberald/news/weird_news/11900740.htm*

ADDRESSING CLIMATE CHANGE, ONE CITY AT A TIME

While federal lawmakers continue to embrace a global warming policy of inaction—Congress can’t even agree to legislate to stop *increasing* emissions of greenhouse gases, let alone legislate a reduction—municipal governments are beginning to play an ever-larger role in doing something about it. Led by Seattle Mayor Greg Nickels, about 300 mayors nationwide have signed on to the U.S. Mayors Climate Protection Agreement, which encourages cities to meet or beat Kyoto Protocol emissions standards. Though the agreement is non-binding, the competition it aims to create between cities to showcase their own progress is an encouraging development. To read the agreement, see www.ci.seattle.wa.us/mayor/climate.

TOD: ALL ABOUT THE INCENTIVES

Fairfax, Virginia, Washington, D.C.’s largest suburb, is experimenting with ways to make transit-oriented development more successful in fighting sprawl and congestion. County transportation planners want to cut in half the number of automobile trips that would otherwise be generated by Pulte Homes’ new high-rise office and residential development. By siting construction next to a train station, pricing parking correctly, including carsharing and even offering cash rewards for riding Metro, Pulte is attempting to meet its county-mandated goal of reducing residential car trips by 47 percent and business trips by 25 percent—otherwise it risks being fined by the county. *Source: “Mini-City Plan Discourages Use of Cars,” Washington Post, June 22, 2005. Available at www.washingtonpost.com/wp-dyn/content/article/2005/06/21/AR2005062101564.html?nav=rss_metro* *

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SPUR program committees and task forces are open to all SPUR members. Just put the date in your calendar. As committee meetings sometimes change, call the office at (415) 781-8726 x117 to confirm the meeting if it is your first time attending. We welcome your participation!

Transportation (1st Mon.)	Mon., August 1, 12:30 p.m.
Business Membership (2nd Tue.)	Tue., August 9, 8:00 a.m.
Project Review (2nd Wed.)	Wed., August 10, 10:00 a.m.
Sustainable Development (2nd Thu.)	Thu., August 11, 8:30 a.m.
State and Regional Affairs (3rd Wed.)	Wed., August 17, 11:00 a.m.
Board of Directors (3rd Wed.)	Wed., August 17, 4:00 p.m.
Housing (4th Mon.)	Mon., August 22, 12:15 p.m.
Urban Planning (4th Wed.)	Wed., August 24, 11:00 a.m.
Board of Directors (special)	Wed. August 24, 4:00 p.m.

SAVE THE DATE!
Silver SPUR: Nov. 7th

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SPUR staff can be reached at (415) 781-8726 followed by their extensions.

PRESIDENT
 Jim Chappell x125
 jchappell@spur.org

BOOKKEEPER
 Terri Chang x128
 tchang@spur.org

DIRECTOR, SPUR URBAN CENTER
 Diane Filippi x110
 dfilippi@spur.org

CAPITAL CAMPAIGN ASSOCIATE
 Melissa Fondakowski x123
 mfondakowski@spur.org

ADMINISTRATIVE MANAGER
 Nicholas Foster x117
 nfoster@spur.org

EVENTS COORDINATOR
 Cheryl Hageman x120
 chageman@spur.org

DEVELOPMENT DIRECTOR
 David Hartley x115
 dhartley@spur.org

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 Gabriel Metcalf x113
 gmetcalf@spur.org

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 Terry Micheau x114
 tmicheau@spur.org

COMMUNICATIONS MANAGER
 Jeff Swenerton x112
 jswenerton@spur.org

GOOD GOVERNMENT PROGRAM DIRECTOR
 Greg Wagner x131
 gwagner@spur.org

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