

Planning for Change

from Fragile to Agile



Draft Program

UCLA Lake Arrowhead Symposium

OCTOBER 18-20, 2015

Planning for Change: From Fragile to Agile

UCLA Lake Arrowhead Symposium on the Transportation - Land Use - Environment Connection,
October 18 - 20, 2015

July 27 Program Draft | [see public updates on web](#)

The annual symposium brings together a small, invitation-only group of policy makers, agency staff, consultants and academics to take an in-depth look at a topic facing the planning & policy professions in a beautiful mountain retreat setting at UCLA's Lake Arrowhead Conference Center. The program is curated by UCLA Luskin School of Public Affairs faculty and staff. The \$799 regular registration rate includes two days of lodging, meals, and drinks, making the annual event one of the best deals. The 2.5-day event, now in its 25th consecutive year, is cited by many as one of the most valuable and unique conferences they've ever attended.

This initial review of the program provides potential attendees and sponsors with insight into this year's symposium. This draft is subject to change.

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Schedule Overview

Sunday, October 18

Noon - 1:30	Optional lunch (à la carte ticket)
1:30 - 1:50 PM	Welcome and Symposium Overview
1:50 - 2:25PM	Changes Faced in Urban and Regional Planning
2:25 - 3:30 PM	Psychology of Change; Context in Urban and Regional Planning
3:30 - 4PM	Break
4:00 - 5:30P	Moving Targets in Goods Movement
5:30 - 6:30	Check-in and reception
6:30 - 8:00	Dinner
8:00 - 9:30	Agile Planning: Learning from Startups and Technology
9:30 - 11:00	Informal reception

Monday, October 19

7:45 - 8:30	Breakfast
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8:30 AM - 10AM	Confronting Gradual Change
10:00 - 10:30 AM	Break
10:30 - 12:00 PM	Refocusing Planning: The Mainstreaming of Public Health and Environmental Goals
12:00 - 1:30	Lunch
1:30 - 3:00	Managing Transportation Change
3:00 - 5:30	Free time
5:30 - 6:30	Reception
6:30 - 8:00	Dinner
8:00 - 9:30	Technology-Driven Cities and Regions
9:30 - 11:00	Informal reception

Tuesday, October 20

7:45 - 9:00	Breakfast
9:00 - 10:30	Changing Transportation Options
10:30 - 11	Break
11:00 - noon	Reflections
noon - 1:30	Concluding lunch

Detailed Draft Program

SUNDAY	
Noon - 1:30	Optional lunch (a la carte ticket)
1:30 - 1:50 PM	Welcome and Symposium Overview
1:50 - 2:25 PM	Changes Faced in Urban and Regional Planning

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In order to ground the audience with the many changes faced in urban and regional planning, the introductory speaker focuses on a few vignettes while introducing many change topics:

- **Physical form of urban regions.** Focus had been on growth at the periphery. Development was focused on planning for agricultural and open space conversion and greenfield infrastructure. New focus is infill growth near existing infrastructure.
- **Implementation tools of planning.** The practice of planning is shifting from a focus on construction of new facilities, toward policies and programs focused on managing both supply of and demand for existing facilities.
- **Big data and the pace of information flows.** We are now able to collect more data than ever before. And we're developing a greater ability to continually process this data into meaningful information for regional and urban planning. And this information can flow to the public and decision-makers faster than ever before.
- **Public-private gap.** The growing gap between the private and public sector's ability to leverage data and technology to accomplish an organizational mission. This gap affects the public sector's ability to absorb or respond to change, including change brought by private sector data and technology ventures.
- **Emissions of concern.** Concerns about global warming and greenhouse gas emissions have been added to historic concerns about localized air pollutants which have direct human health effects.
- **Changing environment.** Environmental planning used to be concerned with assessing the impact of the project on the environment. Now, the environment is changing around parcels and infrastructure.
- **Finance and future revenue expectations.** A structural deficit in transportation finance has progressed from an impending challenge to the new normal.
- **Social context and cultural expectations of planning and government.** Preferences are changing for residents of urban centers of urban centers. They demand new services and new technology-enabled pathways to access existing services. Some demand a more urban environment, with denser mixed-use neighborhoods and alternative transportation options.

This introductory talk will include examples of how the *pace* of change is accelerating.

The speaker will also mention several potential tools to address such as:

- Technology

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	<ul style="list-style-type: none"> • Organizational structure • Engagement tactics • Considerations of change psychology • Agile contracting and procurement vehicles • Planning and visioning
2:25 - 3:30 PM	<p>Psychology of Change; Context in Urban and Regional Planning</p>
(two talks maximum given shorter)	<p>People are by nature averse to change and risk. How does aversion to change shape the plans and projects we pursue? How does it influence the the management of agencies and organizations? Even when urban planners consider sociology and community psychology in their plans, these fields don't always inform community engagement and plan implementation.</p> <ul style="list-style-type: none"> • <u>Urban fabric and the urbanite's psyche OR Managing public-facing change</u> What psychological processes drive aversions to building density and height, changing streets, and travel options? How do people think about the changes they'll make in response to a new travel alternative? Risk and change aversion can challenge public outreach and implementation, even projects and plans with universal acclaim. What are best practices for public engagement surrounding plans and projects that bring significant change to the built environment? • <u>Psychology, sociology, risk, and public sector management</u> How do psychological principles like risk aversion affect change management within a government agency or organization? What common barriers affect individuals and organizations? Can public sector entrepreneurship help introduce change into departments and organizations? How does innovation spread through public sector organizations?
4:00 - 5:30 PM	<p>Moving Targets in Goods Movement</p>
	<p>Changing relationships between people, cities, and goods could fundamentally alter a goods movement industry that's already evolved to become more nimble and responsive.</p> <ul style="list-style-type: none"> • <u>Hard turn to port! Agility in major infrastructure planning</u> Combined, the Ports of Los Angeles and Long Beach are the largest collective port in the U.S.. They have a combined annual budget of about \$2 billion. Port users and customers directly contribute over \$12 billion a year to the local economy. \$223 billion in trade revenue passes through the ports every year. However, the influence of the ports is small relative to the X billion dollar global maritime shipping industry. This past winter, shipping

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	<p>carriers made operational changes that affected everyone in the industry. How can ports and other large agencies plan for changes in operations, which may have long-term effects on infrastructure needs, over which they have no control?</p> <ul style="list-style-type: none"> • <u><i>The rise of logistics Megacenters and Microcenters</i></u> The proposed World Logistics Center would bring the U.S.'s largest logistics center to Moreno Valley, CA. What would 40.6 million square feet of new logistics space in 1,000,000 square foot buildings mean for the future of goods movement in Southern California? At the same time, a new company called Flexe is bringing agile, on-demand warehousing opportunities that allow storing as little as one pallet for as short as one month. Are these seemingly competing models a fad that may fail, or do they represent a permanent change in the movement of goods from manufacturing to consumers? <p>Speaker: Iddo Benzevi. CEO, Highland Fairview</p> <ul style="list-style-type: none"> • <u><i>On-demand, market-based shipping</i></u> When a business needs a few pallets moved across town, Cargomatic connects shippers and carriers for just-in-time delivery between locations within a metro area, making better use of unused shipping capacity. The company recently entered into an agreement with a Port of L.A. terminal operator to move containers through their on-demand market-based system, which could help alleviate port congestion. The company and others in the category are growing rapidly. How will growth in these efficient, on-demand local logistics platforms affect the port, shipping and warehousing industries?
5:30 - 6:30	Check-in and reception
6:30 - 8:00	Dinner
8:00 - 9:30 PM	Agile Planning: Learning from Startups and Technology
	<p>The field of planning has always used data to drive decision-making. As various manifestations of change bring the need for new decisions, can big data drive better decisions?</p> <ul style="list-style-type: none"> • <u><i>Lean and agile in the public sector</i></u> Private sector manufacturing and software development firms have embraced lean (creating a minimum viable product with the fewest resources possible) and agile (working in short bursts with a focus on building knowledge and learning over building inventory) principles in order to respond quickly to

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	<p>change. Can <i>lean startup</i> and <i>agile development</i> principles apply to public sector organizations charged with urban and regional planning, environmental management, and transportation systems operations?</p> <p>Speaker: Clara Brenner, Co-Founder, Tumml</p> <ul style="list-style-type: none"> • <u><i>Code for America and Smarter Cities</i></u> Founded in 2009 to address the widening gap between the public and private sectors in their effective use of technology and design, Code for America maintains an annual fellows program in 32 cities and hosts civic hackathons at local chapters (brigades) across the country. This talk focuses on Code for America's contributions to the areas of transportation, land use, and the environment. • <u><i>Technologists in the public sector</i></u> The United States Digital Service seeks to integrate technologists into the Federal Government. Launched in 2014 by the team that turned around HealthCare.gov, the US Digital Service seeks to integrate smart decision-making for technology procurement and smart data analytics into the Federal Government. • <u><i>Can transportation planning and operations functions learn from agile software development?</i></u> Examples from the Capability Maturity Model, which has been adapted from the software industry for use in transportation systems management. This talk possibly includes an introduction to <i>scrum</i>, a 3-week rapid feedback process focused on learning, for planning organizations.
MONDAY	
7:45 - 8:30 AM	Breakfast
8:30 - 10:00 AM	Confronting Gradual Change
	<p>This panel focuses on how to identify and respond to fundamentally transformative changes that emerge gradually and without fanfare. Demographic projections provide some certainty in planning forecasts. We know that people will be exactly 5 years older in five years. But how can planners accommodate large demographic shifts?</p> <ul style="list-style-type: none"> • <u><i>Suburbanization of poverty</i></u> The Brookings Institution has produced several reports on the suburbanization of poverty - gradual change that has happened over many years. In this panel, we are introduced to the trend as well as examples of

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	<p>what some communities are doing about it.</p> <ul style="list-style-type: none">• <u><i>Age and place</i></u> What impact will the aging “baby boomer” generation have on public infrastructure, political discourse, and policies? How might residential choices made by millennials create opportunities or challenges for planners in the future? <p>Speaker: Dr. Sandra Rosenbloom, Professor of Community and Regional Planning at the University of Texas at Austin</p> <ul style="list-style-type: none">• <u><i>Automated and connected vehicles: changing cities and travel behavior</i></u> Two years ago we had a glimpse of transformative transportation technology, including connected and automated vehicles. This year, we’ll examine how these innovations might gradually affect travel behavior, land use, regional form, and governance. <p>Speaker: Dr. Steve Polzin, Director of Mobility Policy Research, Center for Urban Transportation Research, University of South Florida</p>
10:30 - 12:00 PM	Refocusing Planning: The Mainstreaming of Public Health and Environmental Goals
	<p>California is a national and international climate action leader. In 2015, the state further charted its course towards an 80% reduction in greenhouse gas emissions by 2050. The state is pursuing a series of reforms to transportation planning in order to hit that long-term target.</p> <p>However, California is also on the leading edge of impacts from climate change. Drought has fundamentally changed a state that has so long depended on imported water and being America’s fruit, vegetable, & nut basket. As public health becomes a national focus, local agencies must respond by incorporating elements of health in their planning and design.</p> <ul style="list-style-type: none">• <u><i>Swallowed by an ocean of drought</i></u> Water delivery and treatment infrastructure is regional and supra-regional in nature. Water follows hydrological rather than jurisdictional guidelines. Water is consumed regionally, with varying levels of use between neighborhoods and development types. How do local governments, regional entities, and the State work together over time to accomplish change on the climate-related impact of multi-year drought? How does an external mandate force internal change? Consider the specific example of Santa Monica’s water self-sufficiency plan and its impacts on regional water options.

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	<p>Speaker: Mark Gold, Associate Vice Chancellor for Environment and Sustainability, UCLA</p> <ul style="list-style-type: none"> • <u><i>Turning the ship on VMT</i></u> In 2008, the California legislature passed SB 375 to stave off future increases in vehicle miles traveled (VMT) in support of reductions in greenhouse gas emissions. This is one example of many new sustainability-focused mandates that affect how we plan, construct, and operate our transportation system. How is Caltrans incorporating sustainability into its plans and procedures? <p>Speaker: Dr. Steven Cliff, Assistant Director of Sustainability, Caltrans</p> <ul style="list-style-type: none"> • <u><i>Plan for a Healthy Los Angeles</i></u> “The Plan for a Healthy Los Angeles lays the foundation to create healthier communities for all Angelenos. As an Element of the General Plan, it provides high-level policy vision, along with measurable objectives and implementation programs, to elevate health as a priority for the City’s future growth and development.” Will cities follow in L.A.’s footsteps by incorporating design features and policies that encourage healthier communities? How will low-income communities compete with wealthier communities in terms of implementing these healthy design features?
<p>12:00 - 1:30 PM</p>	<p>Lunch</p>
<p>1:30 - 3:00 PM</p>	<p>Managing Transportation Change</p>
	<p>How can planning organizations look inward to make adjustments in order to meet the challenges of external change? This panel focuses on public sector management.</p> <ul style="list-style-type: none"> • <u><i>SB 743 and the sea change in the context for urban transportation planning</i></u> A 2013 California State Senate bill changed the nature of the questions planners must ask during environmental review from “how will a change further inconvenience drivers?” to “how will a change affect overall distance traveled?”. This seemingly small change to state law has significantly disrupted the culture of the conservative and safety-focused field of traffic engineers. While somewhat delayed, SB 743 implementation is also likely to encounter neighborhood-level opposition. How are cities responding. <p>Speaker: Fred Dock, Transportation Director, City of Pasadena</p> <ul style="list-style-type: none"> • <u><i>Managing Internal Change at Caltrans</i></u> A representative from Caltrans discusses changes the Department has made since the State Smart Transportation Initiative report, especially those which have informed or are reflected in the 2040 California Transportation Plan.

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	This talk focuses on changes in soft infrastructure: procedures, organizational structure, and management practices.
3:00 - 5:30 PM	Free time
5:30 - 6:30 PM	Reception
6:30 - 8:00 PM	Dinner
8:00 - 9:30 PM	Technology-Driven Cities and Regions
	<p>Two years ago, we looked at how technology was changing transportation. This year, we'll look at how the startup economy is quickly changing cities. Startups are young organizations focused on learning and creating. Most focus in the technology sector. Those that are successful can create products that change the way people interact with cities, while creating a collective organizational footprint that stresses the communities in which they operate.</p> <p>We will also discuss the public sector's general strategy toward technology-driven change. Should government lead, follow, or get out of the way?</p> <ul style="list-style-type: none"> • <u><i>Cities and the startup economy</i></u> Exponential growth in the sector brings even greater demand for office space and housing in already high-priced areas. Who's being displaced, where are they going, and what can government and the private sector do about it? Which trends are transitional, and which will persist as startups mature? We would draw on lessons from the San Francisco Bay Area. <p>Speaker: Taner Osman, Post-Doctoral Researcher, UCLA Lewis Center</p> <ul style="list-style-type: none"> • <u><i>Is sharing caring?</i></u> The sharing economy uses technology to move beyond the traditional ownership model for access to goods, equipment, and property and the services they provide. These services provide short-term access to cars and seats within cars, homes and rooms within homes, and equipment. But, do new models of collaborative consumption clash with old notions of collaborative governance? <p>Speaker: Dr. Michael Manville, Assistant Professor of City and Regional Planning, Cornell University</p> <ul style="list-style-type: none"> • <u><i>Uber me a sandwich (or an HDMI cable)</i></u> Established players and startups are expanding into the on-demand delivery space. In December 2014, UberEats began offering \$3 lunch delivery in

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	<p>West Los Angeles. In May 2015, Amazon launched free same day delivery in the Los Angeles area. With declining costs and wait times for local delivery, how will the nature of retailing and its upstream logistical network change? What implications will this have for cities and regions?</p>
TUESDAY	
7:45 - 9:00 AM	Breakfast
9:00 - 10:30 AM	Leveraging Innovations in Urban planning
	<p>Fundamental travel behavior questions have set a foundation for our understanding of movement within regions. How do we get from here to there? Why do we need to get from here to there?</p> <p>The foundations for transportation planning are rapidly changing. How will agencies respond?</p> <ul style="list-style-type: none"> • <u><i>Big data: big plans?</i></u> MPOs have been using historical travel data to make 30+ year transportation plans. Many are incorporating newly available data and methods into their plans, but are constrained in this approach. How would an unconstrained MPO approach use distributed sensors, big data and analytics, and advanced computational modeling to approach planning today? • <u><i>Engaging younger constituents on planning issues: challenges and opportunities</i></u> Agencies and departments are increasingly using social media, to varying success. How can social media improve the planning process and an agency's relationship to its constituents? What are the best practices for social media engagement, including soliciting diverse viewpoints on planning issues? Many planning departments have difficulty engaging millennials on transit-oriented and urbanist developments, projects for which millennials are seen as the target demographic.
10:30 - 11:00 AM	Break
11:00 - noon	Reflections: Change in Planning
	Selected attendees reflect on the program.

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	<ul style="list-style-type: none">• Steve Heminger, Executive Director, Metropolitan Transportation Commission
noon - 1:30 PM	Concluding lunch