

# Consortium for Scenario Planning

2021 VIRTUAL CONFERENCE January 13-15 [tinyurl.com/scenarios21](https://tinyurl.com/scenarios21)



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## WEDNESDAY, JANUARY 13

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### 12:00 – 12:45 p.m. **Welcome and Keynote Address**

Speakers: Heather Hannon, Scenario Planning Manager, Lincoln Institute of Land Policy  
Ted Knowlton, Deputy Director, Wasatch Front Regional Council  
Rebecca Ryan, Futurist, Keynote Speaker

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### 1:00 – 3:00 p.m. **A Scenario Planning Legacy Region: A Look Back and a Look Forward on Envisioning Utah's Future**

The host of this year's virtual conference, the Wasatch Front Regional Council has helped actively shape the practice of scenario planning in the state of Utah and nationally. Council members from state, regional, and local offices as well as Envision Utah staff will lead this presentation on how scenario planning enabled broad buy-in on the successful and widely recognized Envision Utah regional plan. The organization's use of scenario planning as a public engagement tool has helped grow the national field of scenario planning and has since become a model adopted by practitioners, academics, tool developers, and communities across the country.

Presenters will detail their current work following the success of Envision Utah, which seeks to integrate Utah's land use and transportation planning with regional planning and environmental processes. The team will further discuss how lessons learned led to their creation of performance measures, target setting, and other exploratory scenario planning work.

All times shown in Eastern Time

Speakers: Ari Bruening, President and CEO, Envision Utah  
Robert Grow, Founding Chair Emeritus and Former CEO, Envision Utah  
Ted Knowlton, Deputy Director, Wasatch Front Regional Council  
Teri Newell, Deputy Director of Planning and Investment, Utah Department of Transportation

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3:15 – 3:45 p.m.

**Lightning Talks**

Attendees can register for a two-minute slot to share recent updates, ideas, or questions with fellow attendees during lunch. Check the “lightning talk” box when registering if you would like to sign up to do a lightning talk; limited spaces may also be available day-of.

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4:00 – 5:00 p.m.

**Networking**

Description forthcoming

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## THURSDAY, JANUARY 14

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10:30 – 11:00 a.m.

### **Introduction to Scenario Planning**

Heather Hannon and Amy Cotter of the Lincoln Institute of Land Policy will discuss how scenario planning can strengthen your planning processes and how you and your organization can get started.

Speakers:

Amy Cotter, Director of Climate Strategies, Lincoln Institute of Land Policy

Heather Hannon, Scenario Planning Manager, Lincoln Institute of Land Policy

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11:00 – 11:45 a.m.

### **RFP Panel Discussion: Leading with Equity in Scenario Planning**

Hear from four of the Consortium for Scenario Planning's RFP winners about how their projects take unique approaches to operationalizing and prioritizing equity considerations in scenario planning processes. See RFP project descriptions under the Resources section for additional information.

Speakers and Projects: Nancy Beaulieu, Northern Minnesota Organizer, Minnesota 350, "Just Transition Scenario Planning: Bemidji, Leech Lake, Red Lake, White Earth"

Marisa Espinosa, Director of Scenario Planning, City of Vancouver Planning Department, "Vancouver Plan: Using Scenario Planning and Equitable Engagement to Inform Recovery Planning"

Tim Reardon, Director of Data Services, Metropolitan Area Planning Council, "Segregation Scenarios' and Environmental Justice Analysis"

Alex Steinberger, Principal, Cascadia Partners, "Bridging the Digital Divide: Equitable Techniques for Scenario Planning"

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12:00 – 12:45 p.m.

### **Breakout Session I**

#### **A Novel Linkage of Land Use and Hazard Planning: Using CommunityViz to Shift Development Policy after the 2018 Kīlauea Volcano Eruption**

Before Hawai'i County's current regulatory planning system was adopted in the 1960s and 1970s, established settlement patterns resulted in rapid, sustained growth in high-hazard volcanic zones. Many hazards can be mitigated—but not lava flow, which can only be avoided. Therefore, following the recent Kīlauea Volcano eruption and as part of its general plan update, the county used CommunityViz to test how land use reallocation tools could shift development patterns away from lava hazard zones in different scenarios.

This session will introduce the county's model and explain how it helps decision makers understand the trade-offs among alternative futures. Attendees will

gain a better understanding of how to use CommunityViz to model different policy choices and a better understanding of the land use policies that can alter settlement patterns and avoid natural disasters such as sea level rise or lava flow.

Speakers:

Amy DeBay, President and Planning Lead, Focused Planning Solutions LLC

Bethany Morrison, Acting Program Manager, Long-Range Planning Department, Hawai'i County

Ron Whitmore, Principal, Raimi + Associates

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### **From Scenario Planning to Implementation: A Public-Private Partnership in Ohio**

The public-private partnership between the Mid-Ohio Regional Planning Commission, Urban Land Institute Columbus, the Central Ohio Transit Authority, and the Columbus, Ohio, business community formed to study five regional corridors for their potential to support redevelopment and high-capacity transit. The results of their scenario analyses were so compelling that the local transit authority, business community, and local governments are now following up with detailed engineering and environmental studies to make the scenario a reality.

This session will detail the scenario planning process used in Columbus and consider why the analyses were so compelling. Attendees will come away with an understanding of how public-private partnerships can create buy-in for a scenario planning process.

Speakers:

Kerstin Carr, Executive Director, Mid-Ohio Regional Planning Commission

Jennifer Knoll, Principal Planner, Mid-Ohio Regional Planning Commission

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1:00 – 1:45 p.m.

### **Breakout Session II**

#### **Rebuilding for a Resilient Recovery: Planning for Wildfires in California**

Approximately one-fourth of Californians live in high-risk fire areas, with three million housing units at risk. As climate change accelerates, the state's fires are growing bigger and lasting longer—and the record-breaking 2020 fire season suggests a new normal that collides with California's ongoing construction of single-family homes in its exurban fringe and with the state's greenhouse gas reduction goals.

This session will cover specific case studies throughout the state and focus on how scenario planning can inform resilient recovery and planning processes post-wildfire. Attendees will learn how scenario planning, bolstered with modelling software such as Urban Footprint, can be used to analyze the long-

term environmental, social, and economic impacts of various rebuild scenarios after a disaster.

Speakers: Molly Harris, Graduate Student, University of California, Berkeley  
Clay Kerchof, Graduate Student, University of California, Berkeley

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### **Decline, Growth, or Both: Dealing with Uncertainty in Legacy Cities**

As legacy cities—former industrial powerhouses across the Midwest and Northeast—emerge from decades of decline, what comes next? Will these cities continue their rebound, lapse into continued decline, or land somewhere in between? Join a panel of experts from Youngstown, Ohio; Cleveland, Ohio; and Pittsburgh, Pennsylvania, for an engaging discussion about their use of scenario planning tools and techniques in cities and regions where continued population and economic growth is not a given.

This session will cover how novel scenario planning techniques and forecasting frameworks help bring order to the uncertain futures of legacy cities. Attendees will come away with a sense of how to incorporate that uncertainty into population forecasting, as well as a sense of tools and techniques to incorporate multiple futures into planning.

Speakers: Tom Hilde, Assistant Professor, Cleveland State University  
Anthony Kobak, City of Pittsburgh, Pittsburgh, Pennsylvania  
Hunter Morrison, Senior Fellow, Cleveland State University  
Alex Steinberger, Managing Partner, Cascadia Partners

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2:00 – 2:45 p.m.

### **Breakout Session III**

#### **Interactive WaterSim: Teaching Future Decision Makers Anticipation Using Exploratory Scenarios**

Resilience is a long-term planning concept—and many of the people who will be making future decisions about resiliency are in our schools today. We know resiliency issues of high uncertainty require an anticipatory approach of exploring rather than predicting the future. Yet our current educational institutions do little to introduce anticipation as a problem-solving method in planning practices.

This session will discuss an Arizona State University project that uses an interactive classroom tool linked to a complex model to help high school and university students work with exploratory scenarios to anticipate decisions about future water sustainability.

Speaker: Ray Quay, Director of Community Engagement, Decision Center for a Desert City, Arizona State University

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### **After COVID: Future Scenarios for Transportation, Housing and the Economy**

Join regional planners from Boston, Massachusetts, and state-level planners from Michigan as they discuss scenario planning efforts related to the COVID-19 pandemic. Boston's Metropolitan Area Planning Council (MAPC) has created scenarios to investigate possible mid-term (3–5 year) economic impacts of COVID-19 and to determine a range of responsive policy strategies which may be needed immediately as the economy is impacted by the pandemic or later, as the economy rebounds.

Michigan Mobility 2045 launched its forecasting and scenario planning practice just as COVID-19 struck, leaving the team with new questions about economic trajectories alongside new demand for e-commerce, telecommuting, and other technology changes. EBP used consensus building workshops to inform data analysis tasks, including travel demand model runs, which helped the agency understand how slower and faster growth and shifts in location preferences might affect network performance.

Presenters will touch on incorporating unemployment, supply chain for key industries, activity location, technology, and other areas impacted by the pandemic into scenario planning processes.

Speakers: Sarah Philbrick, Senior Research Analyst, Metropolitan Area Planning Council  
Kyle Schroeckenthaler, Principal, EBP  
Naomi Stein, Principal, EBP

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3:00 – 3:30 p.m.

### **Introduction to Exploratory Scenario Planning**

Exploratory scenario planning (XSP) can help communities prepare for uncertainties posed by climate change, pandemics, automation, and other unprecedented 21st-century challenges. Through the XSP process, stakeholders envision and develop various potential futures (i.e., scenarios) and consider how to measure and prepare for each, rather than working toward a single shared vision for the future. This session will highlight content from the recent Lincoln Institute publication *How to Use Exploratory Scenario Planning (XSP): Navigating an Uncertain Future* by Jeremy Stapleton.

Speaker: Heather Hannon, Scenario Planning Manager, Lincoln Institute of Land Policy

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3:45 – 4:30 p.m.

### **Social Hour**

Description forthcoming

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## FRIDAY, JANUARY 15

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10:30 – 10:45 a.m.

### Friday Opening Remarks

Learn about the Consortium for Scenario Planning's plans for 2021 and beyond.

Speaker:

Heather Hannon, Scenario Planning Manager, Lincoln Institute of Land Policy

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11:00 – 11:45 a.m.

### RFP Panel Discussion: Scenario Planning for Shrinking Cities and Regions

Hear from four of the Consortium's RFP winners whose projects build on our understanding of how to adapt scenario planning tools and processes for communities facing limited economic and/or population growth or decline. See RFP project descriptions under the Resources section for additional information.

Speakers and Projects: Arnab Chakraborty, Professor, University of Illinois at Urbana–Champaign, "Scenario Planning for Shrinking Regions: A Toolkit"

Tom Hilde, Assistant Professor, Cleveland State University, "Comparative Analysis of Scenario-based tools for Legacy City Planning in Youngstown, Ohio"

Raul Santiago-Bartolomei, Research Associate, Center for a New Economy, "Tracking Changes in Geographies of Opportunity for Post-Disaster Legacy Cities: A Case Study of San Juan, Puerto Rico"

Ian Varley, Planning Manager, City Explained, "Guidebook and Case Study for Scenario Planning in Areas of Decline and Low-Growth"

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12:00 – 12:45 p.m.

### Breakout Session IV

#### Measuring Equity Outcomes in Greenhouse Gas Mitigation Exploratory Scenario Planning for the Twin Cities

Local governments within Minnesota's largest metropolitan region are eager to take ambitious action to address the causes of climate change in a way that also tackles persistent inequities. Greenhouse gas (GHG) mitigation scenario planning is an effective approach to designing a broader climate mitigation strategy, but communities with small sustainability operations often lack the necessary resources required for data-driven scenario planning. In collaboration with the Sustainable Healthy Cities Network, and ICLEI – Local Governments for Sustainability, the Metropolitan Council is currently codeveloping a web-based GHG mitigation exploratory scenario planning tool, engaging with local government representatives, urban and regional planners, and sustainability researchers along the way. The council intends to make this tool available to communities to reduce the technical burden of developing scenario planning.

This session will cover how academic, nonprofit, and government partners can work together to make climate mitigation planning easier at the community scale. Attendees will also learn how to incorporate equity as an output in greenhouse gas mitigation scenario planning and how to engage local governments in the process.

Speakers: Mauricio Leon, Senior Researcher, Metropolitan Council  
Dr. Anu Ramaswami, Principal Investigator, Sustainable Healthy Cities Network  
Samuel Tabory, Research Manager, Sustainable Healthy Cities Network

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### **Dispatches From Alternate Futures**

The Delaware Valley Regional Planning Commission (DVRPC) uses exploratory scenario planning to assess uncertainty within a changing environment, tell better stories about the future, and inform its long-range plan development.

This session will cover the process of working with stakeholders and the public to identify and evaluate the structural forces that shape regions, creating an expansive range of extreme but plausible futures, and incorporating scenarios into a long-range plan and other strategic planning efforts. Attendees will also come away with an understanding of how the DVRPC's scenarios help planners understand different ways in which highly automated vehicles could be deployed in the Greater Philadelphia area within a broad socioeconomic framework.

Speakers: Jackie Davis, Senior Planner, Delaware Valley Regional Planning Agency  
Brett Fusco, Manager, Long-Range Planning, Delaware Valley Regional Planning Agency

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1:00 – 1:45 p.m.

### **Breakout Session V**

#### **Valley Visioning: Scenario Planning as Public Education and Engagement**

Utah County, which contains Utah's largest urban core, is one of the fastest-growing counties in the United States. This growth threatens farmland, however, and stresses geographically constrained transportation corridors. To ensure that quality of life is maintained in the face of a burgeoning population, Envision Utah partnered with the Association of Utah County Chambers of Commerce to develop a vision for the future. Scenario planning tools and modeling were paired with robust stakeholder and public engagement to generate a vision driven by the input of over 11,000 individuals.

This session will examine how a partner-driven approach to modeling and normative scenario planning for rapid growth can be used to empower the public to plan for the future and help decision makers balance long-term, regional impacts with local demands.



Speakers: Ryan Beck, Vice President of Planning, Envision Utah  
Curtis Blair, President and CEO, Utah Valley Chamber of Commerce  
Cody Lutz, Associate Planner, Envision Utah  
Cameron Martin, Vice President of Operations and Chief of Staff, Rocky Mountain University of Health Professions

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### **A Scenario Planning Toolkit for Shrinking Regions**

Scenario planning tools and practices often imply a baseline of growth and can be hard to apply in shrinking regions as they experience declining populations and economic disinvestment. These regions are often challenged by a lack of financial and organizational capacity and austere sociopolitical dynamics, and they require scenario planning processes that are flexible and practicable, and that emphasize collaborative decision making and social learning over digital tools and modeling. Arnab Chakraborty, a professor at the University of Illinois at Urbana–Champaign, and Emma Walters, a graduate student at the University of Illinois at Urbana–Champaign, are developing a draft toolkit for shrinking regions that emphasizes multi stakeholder engagement, storytelling, flexible planning horizons, and integration with programs that are common in shrinking regions.

Speakers: Arnab Chakraborty, Professor, University of Illinois at Urbana–Champaign  
Emma Walters, Graduate Student, University of Illinois at Urbana–Champaign

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2:00 – 2:45 p.m.

### **Breakout Session VI**

#### **From State to Region to Neighborhood: Scenario Planning Approaches for Anticipating Connected and Autonomous Vehicles**

Connected and autonomous vehicles (CAVs) promise to dramatically alter mobility and have profound social, economic, and environmental impacts; however, significant uncertainties surrounding CAVs and their impacts limit the ability of metropolitan planning organizations and other local agencies to plan for this technology. This introduces a critical challenge: how can neighborhood-scale planning and design be reconciled with regional-scale factors?

During this session, presenters will identify key drivers, levers, and impacts from research and practice and report on developing a scenario framework that leverages practitioner interviews and household surveys to assist planning agencies. Attendees will also learn how their approach could help facilitate scenario exercises with regional and local stakeholders and how to identify design guidelines that support community goals.

Speakers: Ouafa Benkraouda, Graduate Student, University of Illinois at Urbana–Champaign

All times shown in Eastern Time

Lindsay Braun, Assistant Professor, University of Illinois at Urbana–Champaign

Arnab Chakraborty, Professor, University of Illinois at Urbana–Champaign

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### **Driving Sustainable Policy with Scenario Planning**

As the role of urban and community planners continues to evolve, the influence of planning professionals in municipal policy development has grown, particularly in areas related to housing (both in terms of affordability and growth capacity), homelessness, and economic development.

This session will show how two cities use web-based geospatial tools to validate policy and then translate that policy into viable development scenarios for review.

Speakers: Keith Cooke, Industry Manager for Planning and Community Development, Esri

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3:00 – 3:30 p.m.

### **Unconference Session I**

Create your own participant-driven session! Ideas will be solicited at the beginning of the day on Friday via electronic whiteboard, and conference organizers will post the proposed “unconference” sessions for participants to choose from and attend. Suggest a topic or enjoy selecting from fellow conference attendees’ sessions.

Make sure to check the “Unconference Session” box when registering to indicate your interest in organizing an unconference session.

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3:45 – 4:15 p.m.

### **Unconference Session II**

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## Consortium for Scenario Planning Conference 2021

### SPEAKER BIOGRAPHIES

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**Ryan Beck** has served as the vice president of planning for Envision Utah since 2008. Currently, he is also the project manager for Valley Visioning, a visioning effort for Utah County. Prior to working on Valley Visioning, Ryan was involved with Envision Utah's planning work for the Point of the Mountain and Your Utah Your Future, a statewide visioning effort. His education includes a B.A. in history from the University of Utah and an M.A. in environmental law and policy from the Sturm College of Law at the University of Denver, where he specialized in land use law and policy.



**Curtis Blair** is a seasoned executive with a proven track record of elevating businesses to higher levels of execution and performance and has led five companies to multi-million-dollar status. Most recently, he led an international marketing company from zero to \$15 million in six years and orchestrated its successful exit in 2019. Passionate about the next generation of entrepreneurs, he cofounded Hoodoo Capital, an early-stage investment firm that mentors and funds companies. He was recently selected to serve as the President and CEO of the Utah Valley Chamber of Commerce. He is a graduate of BYU's College of Humanities.



**Ari Bruening** has extensive experience in visioning and implementation efforts for regions, large areas, and critical growth-related topics. At Envision Utah, he helped lead the Your Utah, Your Future statewide vision that engaged 52,845 Utahns to tackle 11 different topics; the recommended State Water Strategy; the Point of the Mountain vision; the Vision for Teacher Excellence; and numerous other critical efforts. Prior to joining Envision Utah, he managed visioning and entitlement projects for the San Diego region; Laie, Hawaii; Daybreak and the 93,000-acre Kennecott Land Company project in Salt Lake County, Utah; the 175,000-acre Superstition Vistas Arizona state trust land parcel; and the 300,000-acre Deseret Ranches of Florida landholding near the Orlando International Airport. A magna cum laude graduate of Harvard Law School and the class graduation speaker at Brigham Young University, Ari is the author of several articles relating to urban planning, law, and religion. He is also coauthor of the children's book *Sweet Feet: Samantha Gordon's Winning Season* (2013).



**Arnab Chakraborty** is a professor of urban planning and an associate dean in the College of Fine and Applied Arts at the University of Illinois at Urbana–Champaign. His research focuses on advancing scenario analysis techniques, particularly for land use and transportation planning. He is a board member of the Consortium for Scenario Planning and an associate editor of the *Journal of the American Planning Association*. He also serves as a program reviewer for the Planning Accreditation Board. In the past, he has led two Lincoln Institute supported research projects on scenario planning—one on advancing equity in scenario analyses, which focused on [social vulnerability](#) to heat, and another on the [impact of regional scenario efforts](#).



**Keith Cooke** is the global industry manager for Planning & Community Development at Esri. A graduate of Auburn University, he has worked as a GIS professional for planning and community development agencies at the regional and municipal level since 1994. Prior to his current role, he was an account executive at Esri working with over 100 local governments. He is a frequent speaker at GIS, community planning, and economic development events and is an active member of the American Planning Association, where he has conducted nearly 100 hands-on GIS workshops for planners at the National Planning Conference and state chapter conferences.



**Amy DeBay** is the owner and president of Focused Planning Solutions LLC. She has over 15 years of professional experience in planning, geodesign, and engineering. Her company’s mission is to bring together data, technology, and people to create more focused plans and better futures. Prior to launching her own firm in 2018, she served as the director of planning services at Placeways LLC and the Colorado office lead at City Explained, Inc., the maker of CommunityViz® software. In her professional career, she has managed dozens of projects building and customizing scenario planning tools. Her knowledge and ability to create CommunityViz applications and custom decision support tools is second to none. She has an M.S. in city design and social science from the London School of Economics and a B.S. in architectural engineering from the Milwaukee School of Engineering.



**Brett Fusco** is the manager of the Office of Long-Range Planning at the Delaware Valley Regional Planning Commission, where he works collaboratively with the commission's planning partners, stakeholders, and the public to set the region's vision for growth, identify strategies to achieve the vision, and develop a long-term financial plan for transportation infrastructure. He works with the Futures Group—an interdisciplinary stakeholder, expert, and public working group—that uses scenario planning to analyze how trends and forces are reshaping the Greater Philadelphia area. He has developed long-range financial plans that use performance-based planning, asset management, and mode-neutral project evaluation criteria. He has also coauthored a variety of key policy reports, such as *Preparing Greater Philadelphia for Automated Vehicle Deployment*, *Dispatches from Alternate Futures*, and the *Connections (2035, 2040, and 2045)* series of long-range plans. He holds a B.A. in Mathematics from Wichita State University and a M.C.R.P. from the University of Pennsylvania.



**Robert Grow** is the founding chair emeritus and former CEO of Envision Utah, a nonprofit that engages people in creating great communities for themselves and future residents. Under Robert's leadership, Envision Utah's collaborative process for long-range visioning has been replicated in communities across Utah and has served as a model for regions across the country. Most recently, he led the statewide *Your Utah, Your Future* visioning process, headed Envision Utah's work for the Point of the Mountain Development Commission and Inland Port Authority, and oversaw Envision Utah's education efforts. For his work, he received a Distinguished Alumni Award from the University of Utah and was recognized as Utah's entrepreneur of the year among other national and local honors. His diverse career has also included practicing law, serving as president of a large manufacturing company, and chairing a national trade association. He also served on the Utah State Economic Development Board.



**Heather Saucedá Hannon** runs the Consortium for Scenario Planning and advances planning practices through its strategic initiatives and educational efforts. Previously, she was a transportation planner consulting for the U.S. Department of Transportation. She has also worked in regional and state planning at the Massachusetts Department of Transportation and in campus planning at Harvard University and the University of Massachusetts, Boston. She earned her A.B. in architecture from Princeton University and her M.U.P. from Harvard University's Graduate School of Design.



**Ted Knowlton** is deputy director at the Wasatch Front Regional Council (WFRC), the metropolitan planning organization for Utah's Salt Lake City and Ogden/Layton metropolitan areas. He has focused his career on coordinating local placemaking with regional infrastructure planning. Prior to joining WFRC, he worked with Fregonese Associates, Envision Utah, and the Planning Center (now PlaceWorks). His experience includes efforts in Chicago, Denver, Los Angeles, and Salt Lake City that have garnered two prestigious Daniel Burnham awards from the American Planning Association. In Utah, he led the development of Wasatch Choice, the region's official vision. He is an adjunct professor at the

University of Utah and a distinguished alumni of the College of Architecture + Planning at the University of Utah. He is the president of the Utah chapter of the American Planning Association and is the Planning Commission chair for North Salt Lake City. Ted has an M.U.R.P. from Portland State University, and he is the president of APAUtah.



**Mauricio Leon** is a senior researcher at the Metropolitan Council of the Twin Cities. His work centers around climate change mitigation and adaptation at the regional and local scales. He works primarily on greenhouse gas emissions accounting and scenario planning techniques to inform policy making for reducing the contributions of Minnesota's Metropolitan Region to climate change. He has previously worked in similar roles for the private sector. His work involves technical as well as outreach and education components. He believes that data, science, and community outreach are crucial to finding equitable solutions to climate change.



**Cody Lutz** joined Envision Utah in 2018 and has since worked on research, analysis, stakeholder, and public engagement, and land use modeling for several Envision Utah projects. He acted as the lead modeler for the Valley Visioning countywide planning process and managed the visioning and public engagement for the Blueprint Jordan River. After nearly 10 years of winter inversions in Utah, he's also been involved with several efforts to improve air quality. His background in collaborative regional planning and interest-based negotiation further informs his work at Envision Utah, and his graduate work with gateway communities in the Mountain West was recognized with the Swaner Medal for Excellence in Ecological Planning.

He holds a B.S. in environmental and natural resource economics from Utah State University and a graduate certificate in sustainability and an M.C.M.P. in city and metropolitan planning from the University of Utah.



**Cameron Martin** joined Rocky Mountain University of Health Professions (RMUoHP) in August 2020 and is now the vice president of operations and chief of staff in the Office of the President, where he oversees and assists with human resources and facilities, including functioning as RMUoHP's construction liaison for its new Medical Research Education Campus (MERC) in Provo's East Bay. As chief of staff, he assists cofounder and president Richard P. Nielsen in managing the many demands of his office, including representing Nielsen and the interests of the university to internal and external constituents. Prior to joining the RMUoHP team, he was the vice president of university relations at Utah Valley University,

where he oversaw and assisted with university efforts related to government affairs, community relations, public relations, marketing, campus events, economic development, and diplomatic hosting. He earned three degrees from Brigham Young University: a B.A. in political science, an M.P.A., and a Ph.D. in educational leadership.



**Bethany Morrison** is the acting long-range planning program manager for the County of Hawai'i and the project manager for the comprehensive update to the county's General Plan. She has been collaborating with colleagues and researchers across the state and the Pacific for more than 12 years to address issues such as coastal zone management, climate change adaptation, and one-water frameworks. As a long-range planner, she is passionate about collaborating and breaking down silos to ensure that Hawai'i Island land use policies and infrastructure priorities reflect the vision and goals of the island's residents. She has also worked to bring community leaders across the island together to develop and implement

community-based actions that increase community resilience. She has a B.A. in political science from Fresno State University.



**Teri Newell** was named deputy director of the Utah Department of Transportation in April 2018 to help guide the department as it moves to address issues relating to Utah's growing population, advances in technology, and the evolution of the transportation industry. Prior to her current role, she served as UDOT's Region Three director for five years and was responsible for the construction and maintenance of state roads in Daggett, Duchesne, Juab, Uintah, Utah, and Wasatch Counties. Before heading up Region Three, she spent 10 years taking the Mountain View Corridor from concept through the environmental process to completion of its initial phases. Prior to joining UDOT, Teri was the operations director

for Salt Lake County and held other positions in the private sector. She received her civil engineering Degree from Iowa State University.



**Sarah Philbrick** is a senior research analyst at the Metropolitan Area Planning Council in Boston. She joined MAPC’s research team in 2016 to advance the agency’s land use modeling program. In addition to managing MAPC’s land use modeling activities, she conducts research focused on socioeconomic characteristics of the region’s population. Her primary responsibility is to provide population, housing, and employment projections to help inform the agency’s plans and policy objectives. She also leads the agency’s scenario planning work for MAPC’s next regional plan, MetroCommon 2050. She holds an M.S. in geographic information science and a B.A. in economics, both from Clark University.



**Anu Ramaswami** is a professor at Princeton University in India studies, civil and environmental engineering, the High Meadows Environmental Institute. She is the inaugural director of the M.S. Chadha Center for Global India at Princeton University, lead principal investigator and director of the National Science Foundation (NSF)-supported Sustainable Healthy Cities Network, and a member of the United Nations Environment’s International Resource Panel and NSF’s Advisory Committee for Environmental Research and Education. She is an interdisciplinary environmental engineer recognized as a pioneer and leader on sustainable urban infrastructure systems. Her work explores

how seven key sectors—water, energy, food, buildings, mobility, connectivity, waste management, and green public spaces—shape human and environmental well-being. She received her B.S. in chemical engineering from the Indian Institute of Technology Madras in Chennai and her Ph.D. in civil and environmental engineering at Carnegie Mellon University.



**Rebecca Ryan** is a futurist, author, Zen priest, and entrepreneur. She is the founder of NEXT Generation Consulting and has held residencies at the Alliance for Innovation, the Governing Institute, and the Association of Government Risk Pools. She is the board chairperson and faculty member at the Institute for Zen Leadership. She is the author of *The Next Big Things: The Future of Local Government* (2015), *ReGENERATION: A Manifesto for America’s Future Leaders* (2013), and *Live First, Work Second: Getting Inside the Head of the Next Generation* (2007). Her TEDx talk, “Spring is Coming,” was featured at TEDxBeaconStreet in 2015. She has been recognized many times for her accomplishments: she was honored as Thought Leader by CPA

Practice Advisor and named one of the Top 100 Most Influential People by *Accounting Today*. She holds a B.A. in economics and international relations from Drake University and certificate in strategic foresight from University of Houston.





**Naomi Stein** is a principal at EBP and works with communities to incorporate economic and community development trends, goals, and needs into their transportation and infrastructure planning and investment processes. She is passionate about using both qualitative and quantitative data to empower decision makers and believes strongly in the power of convening diverse partners to collectively solve problems. She is extensively involved in best practice research through the Transportation Research Board (TRB) cooperative research programs, as well as in collaboration with industry associations such as the American Public Transportation Association, and is a member of the TRB Standing

Committee on Economic Development and Land Use. She holds a B.S.C.E. in civil engineering, an M.S. in transportation, an M.C.P., and a certificate in urban design, all from the Massachusetts Institute of Technology.



**Emma Walters** is a second-year M.U.R.P. student in the Department of Urban and Regional Planning at the University of Illinois at Urbana–Champaign, where she studies housing policy and community and economic development in shrinking regions. She assists the executive director and member communities of the Central Illinois Land Bank Authority in addressing vacancy, abandonment, and substandard housing due to population loss and economic disinvestment. Previously, she was the executive director of Allston Village Main Streets in Boston, Massachusetts, where she focused on economic development and small business district revitalization.



**Ron Whitmore** is currently a principal with Raimi + Associates, a mission-driven planning, urban design, and research firm in California. He has led community planning and development initiatives for over 20 years. He has served as a manager and deputy director for public planning and development agencies, a senior municipal community planner, as a consultant, founding CEO of an urban community development corporation, and as a Peace Corps volunteer. He has also managed energy, sustainability, climate change, capital budgeting, economic development, food systems, and community, and comprehensive planning programs. He specializes in designing participatory, knowledge-

driven, transparent planning processes that produce actionable plans to deliver multigoal cobenefits. He has a Ph.D. in community sustainability from Michigan State University and a B.A. from Dartmouth College.