GLOBAL NETWORK FOR ADVANCED MANAGEMENT

FROM LOCAL CLASSROOMS TO GLOBAL CRUCIBLES

A global collaborative learning pathway for complex leadership contexts

GLOBAL NETWORK WEEK – FALL 2016

Customized resilience and the New Urban Agenda: Contexts, cultures, and collaborative structures

Created and delivered by

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In collaboration with

100 Resilient Cities & The Rockefeller Foundation

The City of Quito, Ecuador & Pontificia Universidad Catholica de Ecuador

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Course background

The world continues to urbanize. By the year 2050, three in four of us will live in cities – making urbanization one of the most transformative trends of the 21st century.

To reflect on, and help cities and countries plan for, the complex challenges that will surface from the level of anticipated urbanization, the UN will host in 2016 the third global conference on sustainable urban development – the Habitat III. Held once in twenty years (1976 in Vancouver and 1996 in Istanbul), the 2016 conference will be hosted by the city of Quito, 17-20 October (for an overview of Habitat III, see http://citiscope.org/habitatIII/explainer/2016/05/what-habitat-iii).

Underscoring the urgency of deriving actionable solutions for cities, the 'Zero Draft' document of the 'New Urban Agenda' articulated by the UN Habitat III notes: "There is a need for a radical paradigm shift in the way cities and human settlements are planned, developed, governed and managed. The decisions we make today will shape our common urban future. …. The New Urban Agenda aims to be concise, action-oriented, forward-looking, universal, and spatially integrative, recognizing distinct globally evolving trends, regional specificity, and transformative potential, as well as taking into account a wide range of realities and contexts, cultures, and historical urban and human settlements landscapes, avoiding a one-size fits-all approach."

We in the GNAM are fortunate that the Habitat III week happens to be held in the same week we have set aside for Global Network Weeks! In a departure from the model in which each school hosts a GNW on its campus, this course, focusing on the impact of context and culture in shaping resilience strategies, is a collaborative offering to the GNAM network. We will be hosting this GNW in Quito alongside Habitat III.

Course purpose

The course brings together five schools in the GNAM (Sauder School of Business, Yale School of Management, INCAE Business School, Haas School of Business, and FGV-EASP Sao Paolo), the 100 Resilient Cities network (100RC – see www.100resilientcities.org), the Rockefeller Foundation (www.rockefellerfoundation.org), city of Quito, the School of Architecture from Pontificia Universidad Catholica de Ecuador, and practitioners from business, government, and civil society.

The purposes of this course are to help students across the Global Network for Advanced Management:

- Articulate how context and culture shape resilience challenges and opportunities facing global cities
- Describe the context and culture can be integrated to derive holistic and integrated solutions for cities
- Work in cross-institutional teams in a resilience 'hackathon' to address specific challenges posed by the Chief Resilience Officer (CRO) of the city of Quito, Ecuador

In the course of this cross-institutional collaborative offering, we will bring together thought leadership and on-the-ground approaches to begin answering a series of inter-related questions: What are the collaborative structures that may work in such complex contexts and in different cultures? How can the resulting urban frameworks be customized for different contexts and cultures so as to avoid a 'one-size-fits-all' approach? What frameworks may show promise to help cities think about urban ecosystems and resilience, that may enable us to develop strategies to increase the resilience of cities? How can we think innovatively about areas such as municipal financing, incentives, and regulations that will make investing in resilience attractive for businesses? What are effective models of measurement and valuation of resilience-enhancing actions in urban settings? What implications emerge for effective asset management as cities begin to deploy scare resources to enhance resilience? How can cities learn from one another about leading performance in the resilience space despite great diversity in context and collective across cities?

Course value for participating students

Eventually, the value for students will emerge from engagement with the concepts underpinning urban resilience, interaction with a variety of stakeholders including colleagues from across other GNAM schools working both in global virtual teams and face-to-face teams in an intense week, faculty from several GNAM schools, practitioners from a range of organizations globally, and working on a real problem facing the city of Quito.

Course delivery team

This course will be delivered by a cross-institutional team that includes the following groups:

- Faculty from GNAM schools & Pontificia Universidad Catholica de Ecuador – provide concept overview, serve as subject matter experts and provide coaching during the projects, serve as judges in resilience hackathon; each team will have one faculty 'supervisor'
- Staff from 100RC and Rockefeller Foundation – provide insights into resilience thinking and work-bench resilience strategies and implementation in different cities globally, serve as judges in resilience hackathon
- CRO of Quito – project champion and local faculty member
- Practitioners from cities – provide examples of resilience thinking across diverse contexts and cultures
- Practitioners from 100RC platform partner network and UN-affiliated organizations – serve as advisors and judges on resilience hackathon

Course participants

This course is primarily geared towards graduate-level students in business with no prior background in urban resilience. Given the broad nature of the topic, however, and to facilitate the integration of business with concepts from environmental studies, urban design and architecture, land and food systems, and public policy, students from these related areas will also be welcome to take the course.

- The course will be capped at 30 students from GNAM schools
- In turn, six graduate Architecture students from Pontificia Universidad Catholica de Ecuador will join the course; each team will have one PUCE student who will additionally serve as a resource with "local knowledge"
- It is anticipated that we will have 6 teams of students, with each team having students from diverse fields of study

Course structure

Pre-readings and preparation – September to October 2016

- Students cover, in self-directed study, the key concepts from the Urban Resilience SNOC that was offered to the GNAM schools during Spring 2016 (curated content, including video recordings of lectures and guest presentations will be made available to students)
- Team formation and bedding down teams – 1 online session of 90 min
- Introduction to the 2 Quito challenges (see below for draft of challenges), and matching of teams to challenges (3 teams per challenge)
- Context integration and culture – 2 online sessions, 90 minutes each
- Attend 2 online sessions (90 minutes each), in which teams present solutions to cases and reflections on readings to prepare for Habitat III

The main reason for the prep work is that we would like student teams to be totally prepared for the one week in Quito, be able to dive quickly into the CRO challenges, get the most from the overall experience, and offer the most value to the city of Quito.

In Quito – October 17-21, 2016

Day 1 (October 17)

AM
- Official Habitat III event organized by GNAM schools: "Customized resilience and the New Urban Agenda: Contexts, cultures, and collaborative structures"

  This official Habitat III event will kick off the course, and will be open to all participants of the Habitat III. We anticipate that it will include city mayors and CROs from the 100RC network, staff from 100RC and Rockefeller Foundation, staff from the city of Quito, members of UN-affiliated organizations, and practitioners from government, business, and civil society. The event will feature a presentation showcasing an innovative partnership between GNAM 100RC, the Rockefeller Foundation, the private sector, and cities globally that represents a global collaborative learning pathway seeking to build capacity among future leaders in the area of urban resilience.

There will also be presentations by thought-leaders and on-the-ground practitioners that address the opportunities and challenges of creating urban resilience frameworks that are customized for different contexts and cultures so as to avoid a 'one-size-fits-all' approach, and touch upon the themes of municipal financing, asset management, and measurement and valuation of resilience-enhancing actions in urban settings.

We will also 'officially' introduce the 2 Quito challenges to Habitat III (see below for draft of challenges), and welcome the global panel (on the ground panel + online panel) that will work with students during the Quito challenges.

PM

- Resilience strategy hackathon I

  Student teams will dive into the Quito challenges, and work on generating initial solutions; each team will work with one faculty member and advisors from the city of Quito and 100RC to generate hypotheses for further analysis and deep-dive

- 5-min pitches by each team to global panel

  At the end of the day, each team will present a pitch outlining the initial hypotheses to the global panel and receive feedback for further consideration

Day 2-3 (October 18 and 19)

- Focused workshops (each session will be facilitated by mini-lectures from subject matter experts, conversations with practitioners, discussion forums triggered by cases from target cities in the 100RC network and other leading performance examples in the resilience area)
- Attend relevant sessions at Habitat III as a participant of Habitat III
- Field visits to locations in Quito to progress work on projects – each team will be guided by advisors from the city of Quito – and a culture 'dash' in Quito

Day 4 (October 20)

- Resilience strategy hackathon II

  Student teams will complete the Quito challenges, and work on generating actionable solutions in response to the Quito challenges

- Complete project and prepare presentations

Day 5 (October 21)

- Final presentations to global panel

  2 winning teams will be announced (one for each of the 2 Quito challenges)

- Closing event to wrap-up the course – debrief and distill key learnings

The Metropolitan District of Quito, located 2800 meters above sea level, is characterized by a magnificent natural environment and offers a beautiful scenario of special richness, where its location on the equator allows enjoying its unique sun brilliance and a mild climate year round. Its status as a World Heritage Cultural Site, the first one to be declared in 1978, contains an important record of extraordinary urban, architectural and artistic value. Quito is the capital and political center of the country and takes great responsibility to be a reference and image of the nation. Along with Guayaquil as the main economic drivers of the country, Quito establishes fundamental and promising conditions to foster its development with economic growth and by strengthening the social fabric with the aim to bring wellbeing to its inhabitants.

The CRO of Quito has identified two challenges that are key in the city´s development and urban and land use plan. The first one relates to mobility, since the city has located an important share of its budget to improve the metropolitan transportation system. The second one relates to the historic neighborhood of the city and its necessity to develop into a thriving community.

Challenge 1 – The QuitoCables

In this administration, the city has decided to invest on the public transportation system by building the first Metro line and the QuitoCables. The first one is a public transportation project with high capacity that will have important urban implications, since it aims at building the structural axis of the integrated public transportation system, whose layout has been designed longitudinally according to the morphology of the city, in a length of 23 km (22 underground and 1 surface), including 15 stops, generating small scale development centers within the city. The second one aims at connecting people living at the peripheral neighborhoods of the city by transporting them by cable car to the stations of the metropolitan transportation system.

The three teams working on this challenge will seek to derive urban and economic model that enable turning peripheral degraded zones at the south of Quito into thriving communities. Specific themes that teams will consider will include:

1. How to build resilience by taking advantage of the business potential in the stations (e.g. strengthening vulnerable population by incorporating them into the formal economic sector)
2. What are some possible risks (outside of normalized risks distributions) and what strategies may help mitigate these risks
3. Articulate how the two mobility systems can be leveraged to attract businesses to the south part of the city.

Challenge 2 – Quito Historic Center

The historic center, located at the core of the city of Quito, is probably the most important cultural piece in the country. Being of particular importance, not only as a local landmark, but also internationally, it requires particular care. Although, this center has conditions to become an important living quartier inside the city and a strong business attractor for the tourist sector, it is reducing significantly its population density and hasn´t being able to position itself as a strong tourist destiny

(visitors spend less than a day average). This problem was triggered by decades of abandonment since the 1970s by the local government, which led to a deterioration of its physical and social structures. Consequently, this part of the city ended up being a center of commerce, mostly informal, where at the end of the daily working hours, the historical center lacks activities.

The three teams working on this challenge will offer insights into how Quito can reposition the area, by taking advantage of the quality of being World Heritage Cultural Site, the historic center as an inhabited and productive neighborhood. Specific themes that teams will consider will include:

1. What incentives can be offered for people to come back to the historic center
2. What incentives can be offered to businesses and entrepreneurs to invest in the historic center
3. What actions may strengthen vulnerable populations, by offering jobs and social and urban services
4. What are some possible risks (outside of normalized risks distributions) and what strategies may help mitigate these risks