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FROM LOCAL CLASSROOMS TO GLOBAL CRUCIBLES

*A global collaborative learning pathway for complex leadership contexts*

GLOBAL NETWORK WEEK – SPRING 2017

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**Resilience building in the New Urban Agenda: Localization, Integration, and Valuation**

Created and delivered by

Sauder School of Business, University of British Columbia

In collaboration with

FGV-EAESP, Sao Paulo

Yale University

Haas School of Business, UC-Berkeley

University of British Columbia's Sustainability Initiative

District of West Vancouver & City of Vancouver

100 Resilient Cities & The Rockefeller Foundation

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 FGV EAESP

**Yale**

**BerkeleyHaas**  
Haas School of Business  
University of California Berkeley

 west vancouver

**UBC sustainability**

 CITY OF  
VANCOUVER

PIONEERED BY THE  
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES

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## Course background and purpose

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 recently hosted 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 was held in the city of Quito, 17-20 October.

Among the several themes that surfaced at the conference were the increased need for localization, integration and valuation. At the workbench, the hope is to avoid a one-size-fits-all approach in which more regional specificity is considered in resilience building efforts, while taking account of a local and regional idiosyncrasies, and ensuring that resilience building efforts evidence clearly articulated goals and a clear set of monitoring tools that can underpin attempts to seek sustainable and creative finance mechanisms.

The 2017 Spring Global Network Week (GNW) marks a return to the city in which the first UN Habitat was held, and leverage the context of Vancouver to visit the concepts of localization, integration, and valuation within a resilience building agenda. The approach for the course follows that from the Fall 2016 GNW week held in Quito, in which cross-disciplinary student teams worked on specific action-learning projects for the city of Quito.

The Spring 2017 GNW brings together GNAM (<http://advancedmanagement.net>), the 100 Resilient Cities network (100RC – see [www.100resilientcities.org](http://www.100resilientcities.org)), the Rockefeller Foundation ([www.rockefellerfoundation.org](http://www.rockefellerfoundation.org)), University of British Columbia's living lab & sustainability initiative (<https://sustain.ubc.ca>), the District of West Vancouver (<https://westvancouver.ca>), the city of Vancouver (<http://vancouver.ca>), and practitioners from business, government, and civil society. Conversations are underway to secure participation from institutions such as Rebuild by Design, Nature Conservancy, and World Resources Institute in the GNW.

The purposes of this course are to help students across the GNAM:

- Articulate how local and regional context shapes resilience challenges and opportunities facing global cities
- Describe how valuation can be explicitly built in to holistic and integrated solutions for cities
- Work in cross-institutional teams to address specific challenges posed by the University of British Columbia's living lab and sustainability initiative, the District of West Vancouver, and the city of Vancouver.

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 scarce 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 6-week program, faculty from several GNAM schools, practitioners from a range of organizations globally, and working on real problems facing institutions, communities, and cities.

### Project themes for student teams

A series of project themes have been identified by clients for student teams to work on. While the final number of projects will depend on enrollment in the class, the clients (UBC's sustainability initiative, the District of West Vancouver, and the city of Vancouver) have articulated projects in the following areas:

- Biodiversity and Resilience in Urban Planning, Development and Stewardship
- Designing Resilient Communities to Support Climate Change Adaptation at the Neighbourhood Scale
- Forest wildfire exposure
- Valuation of alternative water sources
- Sustainability of urban farms
- Seismic resilience
- Strategies to enhance social cohesion
- Resilience valuation and resilience investments
- Models for affordable housing
- Strategies for slow growth communities with aging population
- Land use and diverse housing needs
- Models for regional resilience

### 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, several UBC graduate students from Urban Design, Forestry, Community planning, and Public Policy will join the course, as will graduate students from Yale School of Forestry and Environmental Studies
- It is anticipated that we will have 8-10 teams of students, with each team having students from diverse fields of study

## Course structure and assignments

### Pre-readings and preparation – January to March 2017

Students will cover, in self-directed study, the key concepts from the Urban Resilience SNOG that was offered to the GNAM schools during Spring 2016 and Fall 2016. In the course Canvas site, we will have the entire set of readings, video recordings of lectures and guest presentations from prior offerings of the urban resilience SNOG.

To view the recordings and access the presentations, once you are in the ‘Home’ page of the Canvas site, go to ‘Class Interactions/Readings.’ You are free to access all the information available, but *you are expected to have covered the following recorded sessions prior to our first online class on Jan 18:*

- Session 2: Urbanization and resilience
- Session 4: Creating and retaining resilience value

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

### Preparation online classes and assignments 1 and 2

We have created 6 online class sessions to help prepare us for the projects in Vancouver. Each session will be facilitated interactions – they will not be lectures.

Assignment 1: Introduce yourself. Please see instructions under ‘Assignments’ in your Canvas page. Due January 15, 2017.

Synchronous sessions for the entire class will be held on every Wednesday from 12:00pm-1:00pm New York time.

The following table provides an overview of the online class schedule.

Online class session	Date	Topic
1	18-January	Course kick-off – working in global virtual teams
2	25-January	Introduction to Vancouver challenges
3	1-Feb	Introduction to Vancouver challenges
4	8-Feb	Context integration and resilience planning
No class	15-Feb	Student teams progress project work
No class	22-Feb	Student teams progress project work
5	1-Mar	Teams 1-4 prelim update
6	8-Mar	Teams 5-8 prelim update

Assignment 2. Preliminary update. As presented above, each team will make a preliminary update presentation to the course delivery team. Guidelines and approach are presented in the section on ‘Assignments’ in your Canvas page.

## **In Vancouver – March 13-17, 2017**

### Zero days (March 11-12, 2017) – Optional

Range of activities planned with the District of West Vancouver include skiing in Cypress Mountain (<http://www.cypressmountain.com>), sea safari in Horseshoe Bay (<http://www.sewellsmarina.com/sea-safari/>), biking in Stanley Park (<http://vancouver.ca/parks-recreation-culture/stanley-park.aspx>), and an informal gathering over a meal on Sunday, March 12 evening.

The Economic Development Manager of West Vancouver notes that this is the only place where one can ski, sail, and cycle on the same day!

### Day 1 (March 13, 2017)

#### *AM*

- Official course kick off, Vancouver challenges, and welcome to the panel that will work with students during the Vancouver challenges.

#### *PM*

- Resilience strategy hackathon I  
Student teams will dive into the Vancouver challenges, and work on generating initial solutions; each team will work with one faculty member and advisors from the city of Vancouver and partner institutions to generate hypotheses for further analysis and deep-dive
- 5-min pitches by each team to panel  
At the end of the day, each team will present a pitch outlining the initial hypotheses to the panel and receive feedback for further consideration

### Day 2-3 (March 14 and 15, 2017)

- Focused coaching sessions (each session will involve subject matter experts, and conversations with practitioners working in the resilience area)
- Field visits to locations in Vancouver to progress work on projects

### Day 4 (March 16, 2017)

- Resilience strategy hackathon II  
Student teams will complete the Vancouver challenges, and work on generating actionable solutions
- Complete project and prepare presentations

### Day 5 (March 17, 2017)

- Assignment 3 – Final presentations
- Closing event to wrap-up the course – debrief and distill key learnings