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# Resilient Cities Policy Challenge

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Ideabook

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# **Resilient Cities Policy Challenge**

Ideabook

## **UBC Policy Studio**

Liu Institute for Global Issues  
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# Contents

[p. 4] **The Policy Studio**

[p. 6] **Resilient Cities  
Policy Challenge**

- The challenge
- Working definitions

[p. 14] **The Journey**

- Strategic Design Method
- Mapping the challenge

[p. 20] **Policy Ideas**

- Seniors
- Refugees
- Youth

[p. 36] **Next steps?**

# The Policy Studio



## [ENG]

The Policy Studio is a UBC-wide endeavor located at the Liu Institute for Global Issues and part of UBC's School of Public Policy and Global Affairs.

The Policy Studio uses the strategic design method, which is a participatory process, rooted in user research, in which participants are guided to discuss, co-create, test, and propose resilient solutions to big-picture or systemic challenges.

## [FRA]

Le Policy Studio est une entreprise de l'UBC située au Liu Institute for Global Issues et fait partie de l'École des Politiques Publiques et des Affaires Mondiales de l'UBC. Le Policy Studio utilise la méthode du design stratégique, un processus participatif, ancré dans la recherche des utilisateurs où les participants sont invités à discuter, co-crée, tester et proposer des solutions résilientes aux défis globaux ou systémiques.

## [中文]

UBC政策工作室 (Policy Studio) 位于Liu Institute for Global Issues, 是UBC公共政策与国际事务学院的一部分。UBC政策工作室采取一种参与性过程的战略设计法 (strategic design method), 其乃根植于使用者取向研究 (user research) 一在此过程中引导参与者讨论、协同创建、测试并且针对宏观或者系统性的挑战提出弹性解决方案。

## [ESP]

El Policy Studio es una iniciativa de la UBC con sede en el Liu Institute for Global Issues y forma parte de la School of Public Policy and Global Affairs. El Policy Studio utiliza el método *strategic design*, que es un proceso participativo, con raíces en investigación del usuario, en el que los participantes son guiados para discutir, co-crear, experimentar, y proponer soluciones flexibles a desafíos complejos y sistémicos.

# **Resilient Cities Policy Challenge**



# CREATE OPPORTUNITIES AND LINKAGES TO OVERCOME B

**AWARENESS CAMPAIGN**

Awareness of public

Yellow sticky note: ideas regarding the impact of...

Yellow sticky note: raising stigma through media messaging...

Yellow sticky note: use of mobile health...

White sticky note: How can we connect to reach...

Yellow sticky note: A Campaign to address...

Yellow sticky note: Organizational...

Yellow sticky note: We need...

Yellow sticky note: A lot of...

Organizational/Institutional

Senior for Society

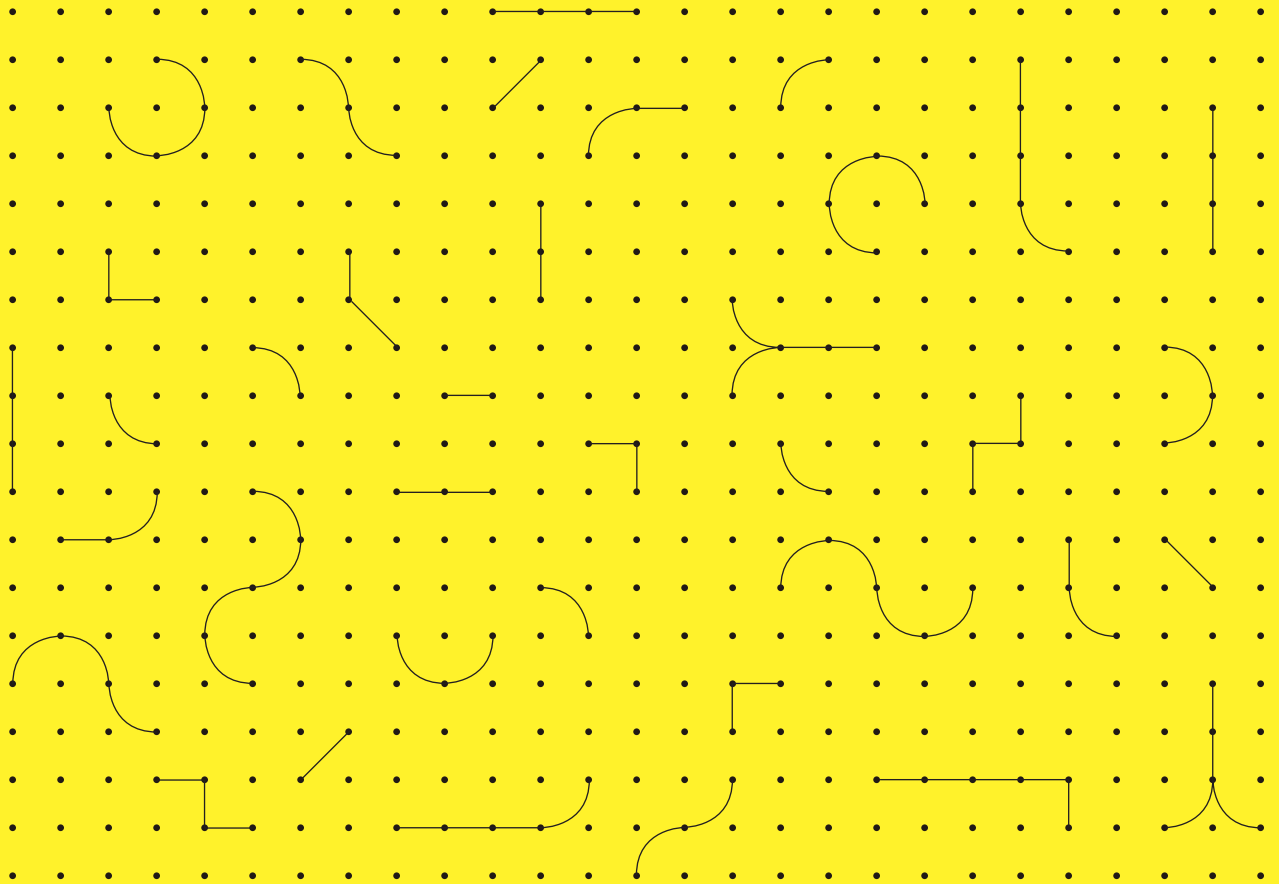


**T**he idea for a Resilient Cities Policy Challenge was born in Paris where the Director of the UBC School of Public Policy and Global Affairs, Moura Quayle, and the Dean of Sciences Po's School of Public Affairs, Yann Algan, were discussing the respective Policy Studio and Policy Lab as places of learning and policy design at UBC and Sciences Po. Through the French Embassy in Canada — Saint-Simon Initiative, the implementation of the idea was made possible. In addition, Vancouver Mayor Gregor Robertson and Paris Mayor Anne Hidalgo's friendship gave the idea momentum.

The policy challenge involved fifteen students — eight students from the Master of Public Policy and Global Affairs (MPPGA) program at UBC and seven students from the School of Public Affairs and the Paris School of International Affairs at Sciences Po — who were integrated into teams to address issues facing three groups in Vancouver: youth, resettled refugees, and seniors.

Students were invited to consider the following overarching question:

**How might we improve social connectedness in specific populations in Vancouver with a focus on seniors, refugees and youth?**



### **What is a resilient city?**

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

### **What is social connectedness?**

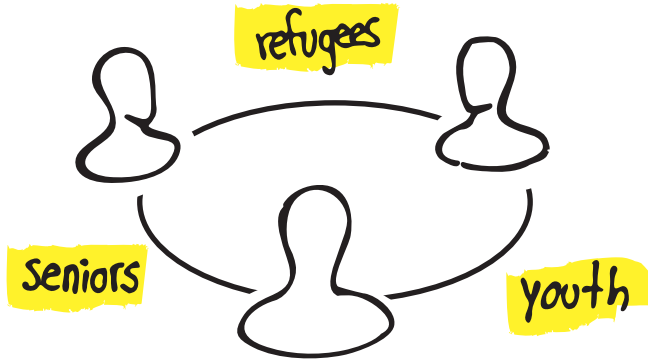
Social connectedness is defined by the frequency of contact with others, personal relationships, and engagement in the community.

The first chapter of the challenge took place in April 2017 in Vancouver, but preparations were underway since February 2017 with the selection of participants from UBC's MPPGA and Sciences Po's master programs.



The logo for SciencesPo School of Public Affairs. It consists of the text "SciencesPo" in a large, white, bold sans-serif font, with "SCHOOL OF PUBLIC AFFAIRS" in a smaller, white, all-caps sans-serif font directly below it, all set against a dark grey rectangular background.

The logo for SciencesPo Paris School of International Affairs. It features the text "SciencesPo" in a large, white, bold sans-serif font, with "PARIS SCHOOL OF INTERNATIONAL AFFAIRS" in a smaller, white, all-caps sans-serif font below it, all on a dark grey rectangular background.



The participants first met online and worked on assigned readings and questions to start a conversation on what resilience and social connectedness are, and what they mean to the different populations addressed in the challenge. A second step was the creation of three teams to tackle the issue of social connectedness for the three population segments: youth, resettled refugees, and seniors.

# The Journey

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Over five days from April 9th to April 13th, 2017 the participants worked in teams from 10am to 3pm at the UBC Liu Institute and CityStudio, using the Strategic Design Method: ASK.TRY.DO.



“

*I experienced how a structured process such as strategic design can facilitate creativity and provide methods for how individuals and groups can work through complex ideas in a more useful way.*

— Challenge participant



**The Strategic Design Method** is a problem-solving, opportunity-seeking, decision-making participatory process that is rooted in user research where multidisciplinary teams blend creative and critical thinking techniques to co-create, test, and launch resilient solutions to big picture or systemic challenges.

# ASK

In preparation for the ASK phase of the challenge the teams used the assumption dumpion technique<sup>1</sup> to develop questions and required research. In addition, the participants were briefed by clients and collaborators, including Vancouver Foundation CEO Kevin McCort, Deputy City Manager Paul Mochrie, and the City of Vancouver's Chief Resilience Officer Katie McPherson.

Teams undertook field research by engaging their respective target populations about their experiences with social connectedness and the challenges they face.

The refugee team visited the Immigrant Services Society (ISS) to meet with two settlement officers, both of whom were former refugees. The team uncovered insights into the immediate and longer-term needs of Government Assisted Refugees while settling into their new communities, as a first step towards social connectedness.

The seniors' team visited the Sunset Community Centre and Barclay Manor to talk to and engage with seniors as well as professionals who work with seniors, asking questions and identifying challenges seniors face.

The youth team visited Vancouver Community College and talked with students about their perspectives on connectedness to their community and city. The team could also draw from personal experiences, as all team members are youths, and two are living in Vancouver.

Before transitioning into TRY, the teams reflected on the ASK phase to identify opportunities.

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**<sup>1</sup>A group technique that explores unstated beliefs while highlighting values and beliefs behind a stated problem.**

# TRY

The teams identified the problems (opportunities for change) and prototyped ideas addressing the problems, analyzing stories, sketches, and diagrams.

The prototypes were then cycled through the Policy Design Canvas<sup>2</sup> to test the ideas and their viability. Scores of ideas were tested, and many were discarded, leaving about a dozen that were refined, enhanced, and cycled rigorously through the canvas. At the end of the TRY phase each team had 3-5 prototyped ideas.

Before transitioning into DO the teams had the opportunity to present their ideas to the UBC support team, clients from the City of Vancouver, and various collaborators to reflect collectively on the ideas with the goal of implementation.

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<sup>2</sup> **A collaborative tool for policy exploration and design; useful to guide analysis of actors, collaborators, processes, challenges, and proposed innovations.**

# DO

The teams presented their ideas at Vancouver City Hall as a first step towards the possible implementation of some of them. The presentations got the attention of a city planner who invited the teams to present them again at a city planners' staff meeting. The ideas were received positively and connections were made opening opportunities for implementation.

There is the opportunity to keep testing the ideas with the support of partners and clients; this could include projects with Vancouver Neighbourhood Houses, City of Vancouver Social planning, and the 100 Resilient Cities Network.

Some of the ideas can also serve to spark city-wide discussions and to serve as pilot projects for future editions of the Challenge in Canada or in France.



# ASK

1

# TRY



2

3

D



# DO

B

## "The Journey"

### Learning spaces

- 1 UBC Liu Institute for Global Issues
- 2 CityStudio
- 3 Vancouver City Hall

### Fieldwork group sites

- A Seniors:** Barclay Manor
- B Seniors:** Sunset Community Centre
- C Refugees:** Immigrant Services Society of BC
- D Youth:** Vancouver Community College

Vancouver, BC

# ASK

This is the research and discovery phase that implies asking good questions and unpacking assumptions to reveal values and opportunities.

# TRY

This stage is fundamental for trying out ideas, creating experiments and learning from them to test and refine possible solutions.

# DO

This phase consists of making things happen and implementing solutions to monitor and evaluate them.

Quayle, M. (2017). *Designed Leadership*. Columbia University Press. New York.

# Policy Ideas

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The following are synopses of the presented ideas and a part of the “DO” phase of the challenge. These are the result of the 5 days of studio work that involved theoretical research, field site visits, expert consultations, and UBC academic support.

## Iconography

- Main purpose
- Medium to deliver
- Stakeholders and partners

# POLICY DESIGN CANVAS

WHAT IS THE SPECIFIC  
PROBLEM BEING ADDRESSED?  
WHY DOES IT MATTER?

WHAT IS THE BIG OR SMALL POLICY IDEA?  
HOW DOES IT WORK?

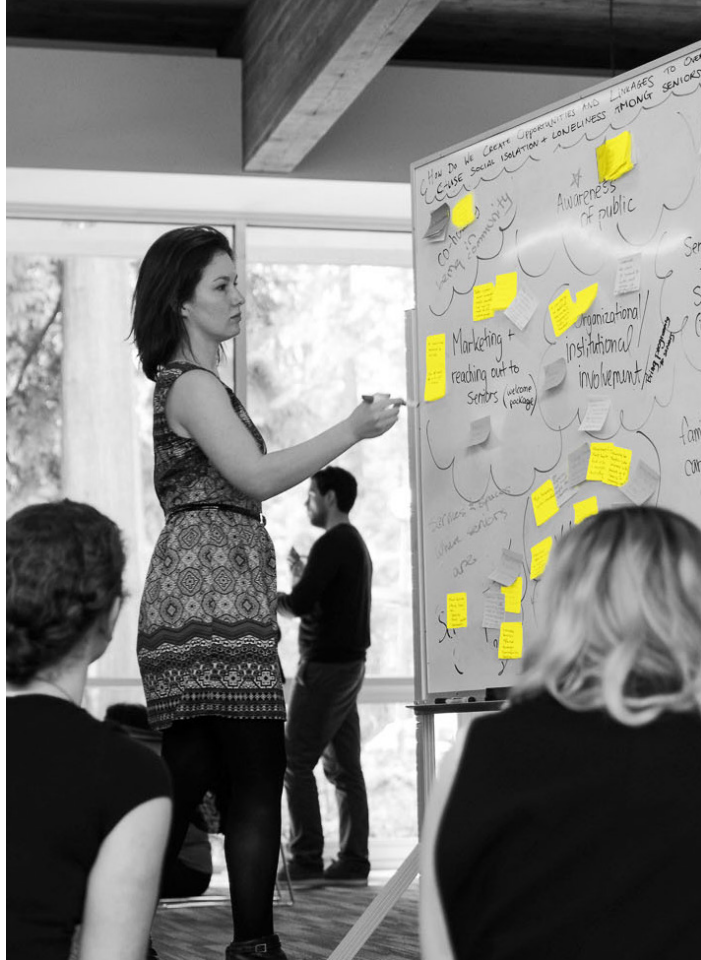
HOW DOES IT FIT WITH OTHER POLICIES?  
WHAT ARE THE POTENTIAL RISKS AND BENEFITS?

IMPLEMENTATION / MONITORING  
HOW WILL IT BE PUT INTO PRACTICE?  
HOW WILL WE KNOW IF IT IS WORKING?

# Seniors

## Team Force

Elisha Connell  
Joanna Fensome  
Sarah Froese  
Vincent Siegerink  
Anna Skvarchynska







The seniors team took on the challenge of acknowledging the vulnerability of seniors to social isolation and the subsequent health risks surrounding loneliness. Through conversations with seniors at a community round table discussion and with a director from a neighbourhood seniors centre, the team identified some of the most fundamental threats to social connectedness. These threats include: stigma, lack of data on seniors, and information accessibility problems. Furthermore, the team started developing ideas while recognizing the diversity of the seniors' population and their differing needs for social connectedness.

# Skills Sharing Partnership

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## What problem does this idea tackle?

Loneliness and isolation disproportionately affect the seniors population, who also have knowledge and experience that is undervalued.

## Why is this a problem?

Seniors feel lonely and isolated from society which is a great health risk factor.

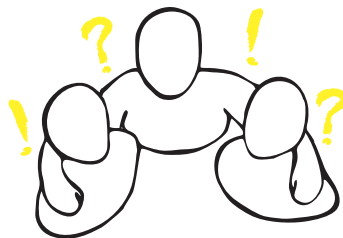
## What is the idea?




Drawing from the First Nation's tradition of Elders in the community being holders of knowledge, the aim is to create partnerships where seniors can share their knowledge, skills, and experiences with their wider community.

## How can it be rolled out?

In partnerships with associations that could build a database of seniors and skill-sharing interest, this can be coordinated through seniors community centres and organized in partnership with youth associations.

Vancouver foundation and similar organizations have particular grants for seniors, youth, and inter-generational programs.



-  Applied knowledge transfer
-  Public spaces
-  Government and NGO's

# #ReachOutVancouver

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- 👁️ Social awareness
- 🌐 Social media
- 👥 Media and local companies

## What problem does this idea tackle?

Lack of awareness about the social isolation and loneliness seniors suffer from and the stigma surrounding old age.

## Why is this a problem?

Stigma and lack of awareness lead to further social isolation and loneliness.

## What is the idea?

A social media campaign encouraging people to take time to talk to seniors in their communities whether strangers, acquaintances or friends to foster responsibility and create inclusivity.

## How can it be rolled out?

In partnership with local social media and other media sector companies as well as the city. This can be piloted while profiling highly visible seniors with an active civic legacy, such as firefighters, teachers, community organizers, former athletes, etc.

# Shared Housing

## What problem does this idea tackle?

The lack of affordable housing in Vancouver and the social isolation and loneliness affecting seniors and other members of the community.

## Why is this a problem?

Lack of affordable housing excludes people from their communities.

The lack of community experience leads to isolation and loneliness that could pose a health risk.

## What is the idea?

Matching already housed seniors with members of the community. This serves to create connections between people as well as to provide shared affordable housing opportunities.

## How can it be rolled out?

Exploring the available co-housing options in coordination with Vancouver social housing units and new developments in partnership with real estate developers and strata managers.

Surveying the availability of housing and willingness of seniors to share their homes. Review current co-housing operations to foster practices that lead to a culture of resilience.



- 💰 Affordable housing
- 🏠 Houses and neighbourhoods
- 👥 Government and housing industry

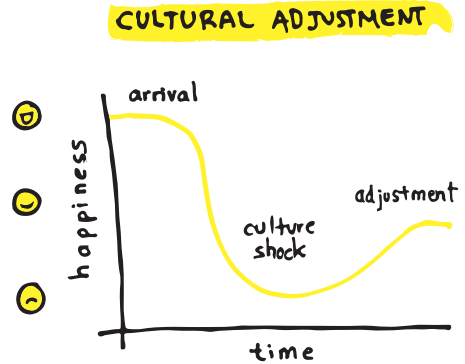


# Refugees

## Team Unity

Lotfi Aoulad  
Marc Attallah  
Meghna De  
Amelia Duggan  
HyunJu Lee

The refugee team based their take on the problem of social connectedness in Vancouver's refugee population through a conversation with two resettlement officers working at the ISS of BC on the various challenges that government-assisted refugees face upon arrival in Vancouver. One common experience that was identified that hindered refugees' abilities to form meaningful connections with communities and feel included, is culture shock. Ultimately the team came up with ideas to smooth the sharp dip in the curve, which represents and accelerates progress toward adjustment. Access to education and the workforce, financial strain, and lack of community were identified as possible challenges to solve.



# Knowledge Hub

## What problem does this idea tackle?

Lack of accessibility to and understanding of the BC education system.

## Why is this a problem?

Difficulty entering workforce due to accreditation requirements.

Feeling of disconnection due to lack of employment and recognition of qualifications.

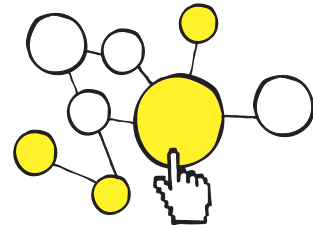
Large number of youth refugees seeking education and employment.




## What is the idea?

An online platform where information is gathered from different education institutions, giving refugees access to faculty, staff, and students for support in applications and academic transition.

## How can it be rolled out?

Partnering with Peace Geeks, Vancouver Foundation, the City of Vancouver, Fresh Voices, UBC, SFU, Langara, ISS of BC, Emily Carr, Douglas College, and others.



-  Access to education
-  Online platform
-  Government, universities and NGO's

# UNITEA

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## What problem does this idea tackle?

Lack of community spaces for refugees to maintain and exchange cultures, and challenges from lack of employment.

## Why is this a problem?

Refugees also experience culture shock and homesickness shortly after arrival. This space would allow them to maintain their cultures as well as to exchange culture with the wider community over the universal qualities of tea. Refugees have difficulty finding employment and becoming financially independent.

## What is the idea?




A social enterprise called UNITEA run by refugees with a flagship UNITEA house. Part of the tea house profits would feed into the Community Fund. UNITEA would also foster space for intercultural dialogue between refugees and the community (about refugees' cultures and journeys) and a social space for refugees where they can expand or develop new skills and gain Canadian experience to boost their careers.

Policy Ideas: Refugees

## How can it be rolled out?

Partnering with Canadian and local tea companies, such as David's Tea and TEALEAVES for corporate sponsorship, as well as local tech company thisopenspace for pop-up spaces to test out the teahouse.



-  Multiculturalism
-  Social spaces
-  Local and national companies





# Youth

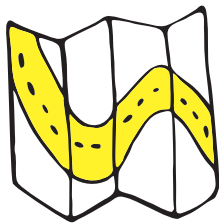
## Team Lit




Anuttama Ghosh  
Farah Kashaf  
Nathan Seef  
Prateek Sibal  
Josy Soussan

First and foremost, the youth team defined youth as people between the ages of 16 and 35. The team identified barriers to social connectedness by talking to students and members of the community around Vancouver Community College. Financial security was identified as the most common barrier leading to social exclusion. In addition, invisible geographic barriers were identified, youth's connection to the City of Vancouver is often limited to geographic bubbles. The team's aim was to improve social connectedness by creating opportunities for financial security, affordable social settings; and finally, to encourage youth to discover more of Vancouver and feel more connected to it.



# Transit Map



-  City engagement
-  Digital and physical tools
-  Government and companies

## What problem does this idea tackle?

Youth are unfamiliar with parts of their city that they transit through and have a general feeling of disconnection to the city.

## Why is this a problem?

Youth feel disconnected and not included within their city.

## What is the idea?

Integrating a cultural and landmark map into the transit map, in physical and digital formats to provide incentives for youth to explore and get more familiar with their city.

## How can it be rolled out?

In partnership with the city and transit authority as well as local tech companies to develop an app; a pilot route is proposed around the Broadway or Commercial Drive corridor. This pilot must involve youth users to provide design insights.

# Youth Café

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## What problem does this idea tackle?

Lack of affordable places for youth to meet and socialize.

## Why is this a problem?

Lack of affordable places fuels social exclusion and loneliness within youth.

## What is the idea?

A youth café, run by youth and subsidized for youth, to have an affordable space for connections to be made.

## How can it be rolled out?

Funding and spaces provided by the city that are different from the concept of community centres. The funding can be attached to local entrepreneurship, as well as arts and culture districts.



-  Social engagement
-  Social spaces
-  Government

# Career Compass



- 💰 Career development
- 🌐 Online platforms
- 👥 Local companies and NGO's

## What problem does this idea tackle?

Lack of career opportunities in Vancouver.

## Why is this a problem?

This fuels the affordability issue and can lead to youth leaving the city for opportunities elsewhere.

## What is the idea?

An online platform to match youth with professionals who can provide career advice, mentorship and possibly career opportunities.

## How can it be rolled out?

Initial partnerships between local youths and professionals through neighbourhood houses and schools, and subsequently developing the online platform with local tech companies.

This idea includes connecting Vancouver professional associations to perform interactive talks, workshops, and one on one conversations. This could lead also to volunteer mentorship opportunities working towards youth career development.

**Next steps?**

These ideas require testing and piloting with citizens, clients and collaborators. This implies the need for more in-depth research in the City of Vancouver, and analysis of related policy ideas and programs in other identified resilient cities in Canada and the world. For example, the 100 Resilient Cities Program provides a network where these ideas can be shared and expanded upon.

The Policy Studio will continue to provide student engagement and research — through projects with a variety of partners through the City of Vancouver.

If you are interested in these ideas or in the Policy Studio itself, please contact: **[policy.studio@ubc.ca](mailto:policy.studio@ubc.ca)**

# Thank you!

Thank you to everyone who made this possible and their respective contributions.

## **UBC SUPPORT TEAM**

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French Embassy in Canada — Saint-Simon Initiative  
UBC's Master of Public Policy and Global Affairs  
Liu Institute for Global Issues - School of Public Policy  
and Global Affairs  
CityStudio



# Thoughts & Notes

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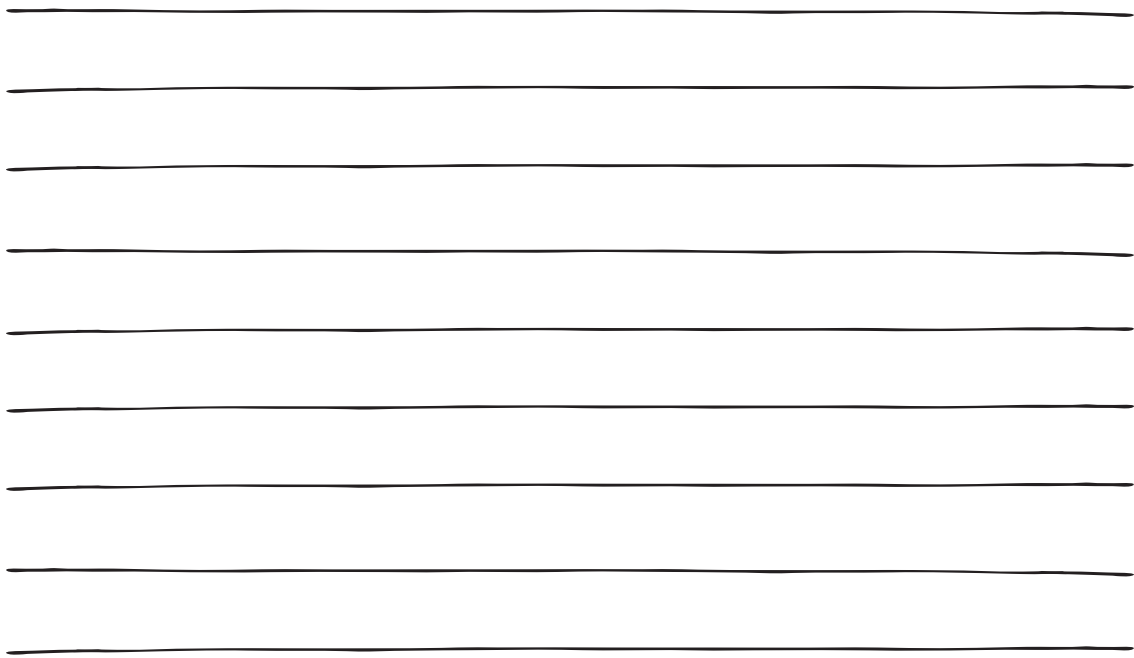
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School of Public Policy and Global Affairs