



Québec Roadmap: Towards a New Urban Project (2022-2024)

1: Conception

1.1 Expression of interest

1.2 Priority thematic(s)

→ **1.3 Collaborative networks**

WORKING DOCUMENT

This working document provides guidelines for the deliverables that will complete step 1 of the Québec Roadmap. Pilot cities are asked to propose an Action Plan to launch the work of the *Collaborative Networks* and organize collective reflection on the thematics identified.

INTRODUCTION

The creation of *Collaborative Networks*¹ is the main goal of the first step of the Roadmap. Thanks to these Networks, cities will join forces to further develop the priority Thematics previously defined, through exploration on the field.

This working document explains the procedure to be followed and the methodological tools made available to cities by the General Secretariat.

PROCESS

1. Preparatory meeting

To help *Pilot Cities* set up their *Collaborative Networks*, a virtual “preparatory meeting” is organized by the General Secretariat. The aim of this meeting is to ensure a good understanding of the contextual elements of the Thematic presented by a Pilot City and the real issues at stake, and thus to help prepare a targeted Action Plan for the activities of the Collaborative Network. The discussion, in the form of brainstorming (questions and answers), is therefore an opportunity to clarify the issues raised by the Thematic and to consider the various possible approaches to developing them.

The details of the preparatory meeting are as follows:

- The meeting last a maximum of one hour.
- The meeting involves local experts from the pilot city, the Advisory Group (a group of experts advising the General Secretariat on the various stages of the Roadmap) and the General Secretariat.

¹ See [Annex 1](#) of Terminologies for a definition of "Collaborative networks". See [Guidelines 1 – Collaborative networks](#), to find out everything you need to know about how they work.

Other member cities that have expressed an interest in the pilot city's Priority Thematic may be invited as required.

- The pilot city prepares a short presentation (maximum 15 minutes) of its thematic. The idea is to revisit the thematic and highlight specific elements that may have evolved since the Round Table presentation.
- Where possible, the city proposes a draft action plan for discussion.

Expected deliverable:

An updated concept note presenting the stakes of the Thematic as envisaged by the Pilot City for the Collaborative Network.

2. Action plan

Preparatory meetings also provide an opportunity to consider the work of the Collaborative Network in the perspective of the Cordoba Symposium, and in particular to consider pragmatically what can and cannot be achieved in the time available (between now and September 2024). An Action Plan for the activities of the Collaborative Network is therefore to be elaborated (or adjusted) following a preparatory meeting. The form and content of this Action Plan is defined by the pilot city according to its resources and ambitions. The city can use the tools proposed by the General Secretariat (such as the International Workshops, see [Guidelines 2](#)) and/or propose other forms of action: in-person or virtual working meetings, study days, etc.

The Action Plan will inform member cities of the concrete prospects proposed by the Collaborative Network and encourage the most motivated to join. The Action Plan can then be adjusted by network members as required.

Expected deliverable:

An updated provisional Action Plan, highlighting in particular the activities to be carried out by the pilot city, and a timetable. For guidance in drawing up an Action Plan, consult [Template 1 - Action plan](#).

For full details on the principle and operation of Collaborative Networks, see [Guidelines 1 - Collaborative Networks](#).

To find out more about the International Workshop, see [Guidelines 2 - International Workshops](#).

3. Creation of Collaborative Networks

Once cities have confirmed their interest in a Priority Thematic and their support for the proposed Action Plan, the Collaborative Network is considered to have been created.

TEMPLATE 1 – Action Plan

This template is provided to facilitate the identification of deliverables expected from the Collaborative Networks (sub-step 1.3 of the Roadmap) and the development of a realistic and feasible Action Plan taking into account key deadlines and available resources.

The document, which can be completed and printed, is available in the Google Drive link provided to pilot cities by the General Secretariat. Please contact secretariat@ovpm.org to request your exclusive link.

The Action Plan proposal drawn up by each pilot city is published by the General Secretariat, which promotes it with a view to:

- Mobilize cities interested in the priority thematic
- Inform cities of the possible implications of their involvement in the Collaborative Network
- Announce activities planned by the Network.

The proposed Action Plan is validated by all members of the Collaborative Network at the first meeting.

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OWHC LOGO + pilot city LOGO + date

PLEASE COMPLETE THE PARTS HIGHLIGHTED IN YELLOW

COLLABORATIVE NETWORK (priority thematic): *Priority Thematic*

Pilot City: *CITY (Country)*

Action Plan (proposal by the pilot city)

Introduction

As "communities of practice", the Collaborative Networks aim to create a free, creative space for reflection and discussion that organizes and enables constructive dialogue. It is in this privileged setting that OWHC member cities will be able to learn from each other and together find effective solutions to the four issues targeted by the Roadmap.

In order to achieve the objectives of the Roadmap, the Collaborative Networks must be organized and implement an Action Plan that meets at least the following needs in the run-up to the 17th World Congress of the OWHC (Cordoba, Spain, September 24-27, 2024):

- Before May 15, 2024: Gather material and experience, ask questions that challenge taboos and identify projects that are the subject of debate, and foster the emergence of a common culture.
- Before September 1, 2024: Formulate guidelines and responses to the thematic and issues at stake.
- During the Cordoba Symposium: in workshops led by the Collaborative Networks, identify possible solutions corresponding to precise criteria (to be determined) establishing new ways of thinking about and developing the heritage city.
- After Cordoba: experiment with possible solutions.
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The proposed Action Plan drawn up by the pilot city and discussed at the first meeting of the Collaborative Network may initially focus on activities to be implemented up to summer 2024 but must take into account the entire process.

Concept and objectives

Recall the concept of the thematic (it is advisable to refer to the synthesis sheet published at the end of the Round Table) and specify the objectives pursued by the Collaborative Network (to bring together material and experience, to raise questions of debate, to bring out a common culture, to formulate common orientations) and how to achieve them in the perspective of the Cordoba Symposium.

Presentation of the thematic's challenges

Introduce the topics raised by the thematic to be addressed by the Collaborative Network (it is advisable to refer to the discussion with the Advisory Board during the preparatory meeting).

Schedule and calendar

List actions in chronological order and draw up a provisional timetable, specifying the types of activities planned (international workshop, virtual meetings, face-to-face meetings, study visits, etc.).

Estimated Budget

Estimate the costs involved in managing the network and implementing its activities (translation, interpretation, equipment, expertise, travel, stays, etc.). Indicate potential sources of funding and the contribution expected from the pilot city and/or its partners, participating cities and the General Secretariat.

This section will not appear in the public version of the Action Plan circulated for participation among OWHC member cities.

GUIDELINES 1 – Collaborative Network

The *Collaborative Networks* are formed by cities sharing a common interest for a *Priority Thematic*².

Collaborative Networks engage cities in a collaborative approach to problem-solving and seeking opportunities to learn from each other, based on experiences in the field. In this way, the Collaborative Network provides the framework and favourable conditions for seeking common solutions to specific needs, which could be implemented locally.

Each network is self-managed by its members and encouraged using a variety of tools, some of which are proposed in this document. These guidelines are not intended to be prescriptive for every situation. In this spirit, the General Secretariat remains available for any queries Collaborative Networks might encounter.

Cities that are not themselves part of the Roadmap can join the Collaborative Network of a Pilot City as a "Follower" of the Priority Thematic. These cities can participate in the same way as others in the Collaborative Network but are not able to propose their own Priority Thematic and become Pilot Cities themselves until they have gone through the previous sub-steps of the Roadmap.

1. Working language

The decision about the working language(s) to be used within each *Collaborative Network* has to be taken by its members.

Each Collaborative Network may consider different options to mitigate the risk of linguistic division, such as:

- Estimate the costs of simultaneous interpretation for the planned plenary meetings. Possible sources to cover these costs should be identified (see point 4 below)
- Use the Zoom application's automatic subtitle generation function (not optimal but can facilitate real-time understanding of discussions).

Whatever the decision taken by a Collaborative Network, it is imperative that the **expected deliverables produced be submitted in one of the three working languages of the OWHC**, namely French, English, or Spanish.

2. Management and working tools

To ensure the effective functioning of each Collaborative Network, including planning of activities, set up of the meetings, working sessions, compilation of findings and production of the deliverables, members are encouraged to establish their roles and choose their working tools.

The following non-exhaustive communication and work tools are recommended:

- **E-mail**: for punctual updates and general information that does not require a response
- **Doodle**: for scheduling meetings by suggesting multiple time slots
- **Zoom Meetings**: for holding virtual meetings, offering a flexible and interactive communication platform
- **Dedicated webpage and/or forum** hosted on a website of a city member of the *Collaborative Network*.

² A complete guide of the Quebec Roadmap terminology is available in [Annex 1](#) for reference.

- Google Drive: enables *Collaborative Networks* to work simultaneously on specific documents and the General Secretariat to collect direct contributions from members
- Miro: a good visualization tool for planning, brainstorming, and other collaborative tasks.

3. Planning

Each *Collaborative Network* is responsible for its timeline, taking into account the ambition defined by its members, the resources mobilized and, globally speaking, its ambitions in terms of contribution to the Quebec Roadmap.

From the beginning, along with language and management issues, members of a Collaborative Network should decide about how they will proceed, how they will work together, and therefore plan their actions with a predetermined estimated budget. Planning action and budget are key contributions to an effective communication and coordination with the General Secretariat and among the Collaborative Network members.

4. Budget Planning

Network cities must identify the budgetary planning required to achieve their given objective. Should the Pilot City or any other city of the Collaborative Network need to incur costs during that step (translations, interpretation, organization of in-person meetings, etc.), these should be detailed in the Collaborative Network Action Plan. The sheets must indicate which expenses are covered by the cities and which are subject to a request for financial support from the General Secretariat.

5. General Secretariat Assistance

The General Secretariat will accompany the Collaborative Networks throughout the process, providing guidance and helping to identify solutions to any management problems they might encounter. It is involved in the organizational and financial aspects of the International Workshops. In addition, the General Secretariat is responsible for collecting and processing deliverables, and for communicating the progress made by cities.

In other words, the General Secretariat will ensure that the work carried out by the Networks and the interrelationships between the Thematics are highlighted and reported, thus providing an overall picture of the current situation in World Heritage cities.

GUIDELINES 2 – International Workshop

The *International Workshop* is an activity offered by the General Secretariat to the *Pilot City* and the *Collaborative Network* to stimulate its activities and develop its work.

The basic principles of this workshop are as follows:

- It should take place over a maximum of 2 or 3 days
- It must mobilize all local experts concerned by the Pilot City's Priority Thematic, as well as international experts and representatives of member cities who have previously expressed their desire to participate in the work of the Collaborative Network
- It is co-organized by the General Secretariat and the Pilot City

The workshop can be used to work on the following objectives (this list is not exhaustive, and the Pilot City can propose other ideas for the content of a workshop):

- Confirm the formation of the Collaborative Network, its operation and Action Plan
- Identify current and past experiences (state of the art, best practices)
- plan the actions to be prioritized and implemented, as well as the follow-up measures for achieving the objectives of the Network
- Initiate work on the deliverables defined in the Roadmap step 2 working document

The documents produced during and following the International Workshop may evolve in line with the progress made by the Collaborative Network.

The International Workshop is organized in collaboration between the General Secretariat and the Pilot City, as follows:

- The General Secretariat offers to invite a maximum of 3 experts, for whom it will cover the equivalent of their travel and accommodation costs, in addition to the cost of one member of the Advisory Group.
- If possible, the Pilot City contributes to the costs by providing a meeting room and, for example, meals and other facilities.
- The Pilot City mobilizes all the local experts and specialists whose contribution is necessary to the thematic and the program.
- OWHC member cities that have indicated their interest in the Collaborative Network are invited to attend the workshop at their own expense (unless otherwise agreed with the Pilot City and the General Secretariat).
- The General Secretariat makes itself available to the Pilot City to animate the workshop.

The following is a proposal for the type of content and structure a workshop might take:

Day 1:

- AM: welcome and introduction, setting the context (situation + thematic)
- PM: local visit to the area affected by the thematic and initial problematization of needs

Day 2:

- AM: identification of best practices based on needs identified on Day 1
- PM: formulation of proposals for common problematics and identification of the priority problematic

Day 3:

- AM: Initial draft of a pilot project (refer to the Pilot Project Template for elements and criteria to be identified).

Deliverables from the International Workshop:

- Thematic sheet revised/improved if necessary
- Completed Collaborative Network Constituent Form (including updated Network Action Plan)
- Priority Problematic Sheet completed
- Report on initial draft of pilot project

ANNEX 1 – Terminology

Summary

The Roadmap continues and develops the achievements of the 16th World Congress of the OWHC (6-9 September 2022) on the improvement of the quality of life in world heritage cities: The reflection undertaken since March 2022 has first allowed the development of the 5 *Themes* initially proposed into 3 *Strategic Axes* structuring a general political vision in order to meet the urban challenges brought about by climate, economic and social changes. These *Axes* were then considered in an operational perspective structured in 9 *Objectives*. The discussion concerning the implementation of concrete actions led to the identification of a certain number of multi-sectoral *Thematics* and to the listing of the numerous *Problematics* associated with them.

It is on this basis that the collective reflection must continue. The member cities committed to the Roadmap until 2024 will decide together on their priorities for action and will join forces to carry out *Pilot Projects* that will be designed to experiment with new approaches and methods.

Themes:

- *Themes* are the different subjects that were addressed during the “On the Road to Quebec” workshops. These are urban themes that encapsulate the main issues related to livability in historic cities.

Strategic Axes

- The 3 *Strategic Axes* constitute a set of guidelines that outline the political vision adopted by the OWHC and express the complexity of urban issues faced by member cities.

Operational Objectives

- The *Operational Objectives* establish the framework for achieving a priority goal, by identifying a broad range of possible interventions, and opening prospects of concrete and local actions that meet the specific needs of each city.

Thematics

- In relation to the political dimension carried by the *Strategic Axes*, the *Thematics* specify the transversal or integrated concerns related to the city’s situation and the multisectoral actions that they require.

Problematics

- In relation with the pragmatic framework established by the *Operational Objectives*, the *Problematics* are complex topics or interrelated issues that require thought and analysis in order to understand and address effectively and sustainably a given situation. They shall be approached from different angles, helping assess concrete needs or practices to be explored further before designing large-scale projects.

Pilot Projects

- A *Pilot Project* is a small-scale initiative that is designed to test and evaluate a new approach according to the city’s own reality and context in order to address a particular *Problematic*. The goal is to explore and test an idea or an innovative practice in a real-world setting and gather data on the effectiveness, feasibility, impact, or potential challenges of a particular approach before committing to a larger implementation.
- The outcomes of these *Pilot Projects* will lay the basis for the development of a *New Urban Project*.

Collaborative Networks

- The *Collaborative Networks* follow the principles of a Community of Practice, where cities sharing common interest for a *Priority Thematic* will work together in order to exchange and increase knowledge, understand the full scope of a situation, and seek common solutions in response to specific needs.