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 process of identifying the Thematics of participating cities. It also contains a Round Table guide, a tool designed to enable cities to present their Priority Thematics.

INTRODUCTION

This document is given as a guide and it does not target to detail rigid procedures or content, but only suggest a methodology and specify the expected deliverables. Each city must appropriate themselves of these guidelines and its elements in order to organize and manage its own process.

The objective is to obtain from each participating city one *Priority Thematic* to be further developed in the framework of the Roadmap. The Thematics specify the transversal or integrated concerns related to the city's situation and the multisectoral actions that they require[1]. It is in relation to these Thematics that the cities involved in the Roadmap will be able to come together to form collaborative Networks and work together to find the solutions that suit them best.

PROCESS

The methodology described below is recommended to be followed by each city in order to determine their priority thematic. This prioritization process is intended to be simple, rapid, not exhaustive, and may be adapted in order to better comply with each city's operational specificities.

1. Identification and prioritization of Thematics

Description of a Situation	→	Identification of Thematic(s)	→	Determine the Priority Thematic

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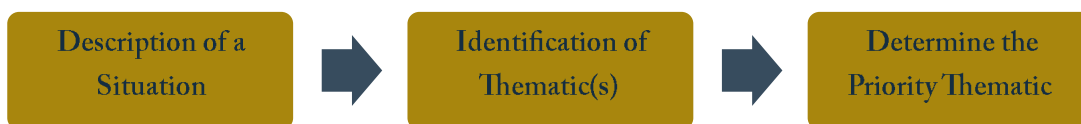
[1] A complete guide of the Quebec Roadmap terminology is available on Annex 1 for reference.

1.1 Description of a situation

Under the supervision of the elected official responsible for overseeing the strategical aspects, the participating city should describe the issues which explain the main current situation(s) it is facing regarding conservation and sustainable urban development. The situation(s) must be described as precisely as possible, and it should cover a large spectrum which will be useful to contextualize the priorities to be decided.

The description of the situation should refer as much as possible to all or part of the political vision adopted during the Symposium of the 16th World Congress in Quebec. This political vision refers to the application of a heritage-led approach in order to overcome the current climatic, social and economic changes as well as promote sustainable urban development and enhancement of the quality of life in World Heritage cities[2].

1.2 Identification of Thematic(s)

The Local Multidisciplinary Team of Experts/Specialists (*LMT)*, overseen by the *inter-service coordinator,* are invited to conceptualize the issues previously described in the current situation of their city in order to specify through thematics the transversal and integrated concerns related to its situation[3].

The relevance of the identified thematic(s) should be verified in accordance with one of the 3 Strategic Axes in order to certify that the identified thematic(s) are in conformity with the Quebec Roadmap's framework.

1.3 Determine the Priority Thematic

The pragmatic approach of the Roadmap does not foresee addressing all the identified thematics in each city at this stage. In the interest of promoting a rapid and efficient implementation, it is expected that a maximum number of cities select their main priority which they intend to exploit in their territory first, and these should be as diverse as possible to embody the large impact of Roadmap[4].

Therefore, among the thematic(s) identified, the city should decide upon the thematic it intends to develop in priority within the framework of the Quebec Roadmap according to the challenges it wishes to address first. The selected priority thematic should be further explained in its general political context and current situation, in order to strengthen the arguments related to the Strategic Axis.

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[2] The adopted Quebec Roadmap political vision is available on Annex 2 for reference.

[3] The "*delegations' input*" contributions made during the Symposium of the 16th World Congress have been synthesized, cross-referenced with the Strategic Axes and Operational Objectives and classified as potential thematics and problematics. These elements are available on Annex 3, for reference. Please note that these are given as a reference only, a starting point; cities are encouraged to appropriate themselves of these elements and propose the thematics that better correspond to their city's situation.

[4] This collective effort will subsequently provide access to all results obtained by the different cities regarding the different thematics.

<u>**Expected deliverable**</u>:

The following information must be synthesized and submitted to the General Secretariat via the "Thematic Sheet":

- Information collected through meetings and discussions between experts and decision makers regarding the main issues(s) the city is currently facing and their main associated challenge(s), as well as the measures that have already been put in place in order to address these issues.
- The *thematics* identified, as well as their brief description and relation with the Strategic Axis. It is recommended that each city identify a maximum of 5 thematics.
- The determined Priority Thematic which will be developed within the framework of the Quebec Roadmap, and will be presented to the other participants to form a Collaborative Network.

A "Thematic Worksheet" template is available in [Template 1](#) for reference. The final worksheet must be submitted through the Google Drive link provided by the General Secretariat. Please contact [secretariat@ovpm.org](#) to request your exclusive link.

2. Round tables

Once the cities involved in the Roadmap identified a number of *Thematics* and decided which thematic they would like to develop in priority within the framework of the Roadmap, these "*Priority Thematics*" are presented to all OWHC member cities:

a. The General Secretariat organizes virtual thematic Round Tables, enabling elected representatives to present their Priority Thematic (*Pilot Cities*[5])

b. The General Secretariat makes videos of the presentations available on its website in 3 languages, together with synthesis sheets, enabling member cities to familiarize themselves with the thematics and express their interest in joining a Collaborative Network.

To find out more about the Round Tables, consult [Guidelines 1 - Round Tables](#).

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[5] For the purpose of the formation of the *Collaborative Networks*, the cities that present a new *Priority Thematic* during the round table will be considered as *Pilot City* of that thematic. This designation only entails that the city has proposed the *Thematic* which originated the respective *Collaborative Network*, but it does not necessarily denominate the city that will implement the *Pilot Project*.

TEMPLATE 1 – Thematic Worksheet

This template is provided to illustrate the requested deliverables for sub-step 1.2 of the Québec Roadmap. The editable and printable document which the cities may use to progress in the process, as well as produce and present their deliverables is available in the Google Drive link provided by the General Secretariat. Please contact secretariat@ovpm.org to request your exclusive link.

The selected Priority Thematic and its description will be made available in the Quebec Roadmap official webpage and will be advertised with the aim of forming a Collaborative Network. All other elements from this worksheet will remain confidential unless consented by the respective participating city.

Moreover, the information provided in this worksheet will be used by the General Secretariat according to the following manner:

- The Description of the Situation will feed the contextualization and presentation of the Quebec Roadmap. The Roadmap's reference document will be regularly adapted accordingly and will be available for consultation on the official website.
- The Thematics identified in relation to the situation will contribute to outlining the scope of reflection of the Roadmap, which will also be regularly updated and communicated via the Quebec Roadmap official website.
- The identified priority thematic and its description will be broadly disseminated to the member cities and general public in order to instigate interest and form Collaborative Networks. Additionally, these will be used to promote and enrich the overall narrative of the Quebec Roadmap.

It is therefore expected that the participating cities will update the information as frequently as necessary; the editable thematic worksheet will be accessible in the provided Google Drive link only by the city concerned, which will be able to adjust it as needed. The city is invited to inform the General Secretariat as soon as a new version is available.

PARTICIPATING CITY

Indicate the name of the city to which this form corresponds.

MUNICIPAL PERSONNEL INVOLVED

	Name, title, and e-mail address
Elected official(s) *Appointed to oversee the strategic scope*	
Interservice coordinator(s) *Appointed to oversee the administrative scope*	
Other(s) *(optional)*	

DESCRIPTION OF SITUATION

DESCRIPTION OF MAIN CHALLENGES

Briefly describe the main issues(s) your city is facing and **the main associated challenge(s)** (*max 500 words*):

ONGOING OR ACTED MEASURES

Briefly describe the measures your city has put in place in order to address these issues (*max 500 words*):

IDENTIFICATION OF THEMATIC(S)[6]

In conformity with the political vision adopted during the Symposium of the 16th World Congress in Quebec, **identify the thematics which conceptualize the described situation** of your city (a maximum of 5 thematics is recommended) and confirm their relevance by linking them with one of the 3 Strategic Axes:

AXIS 1: Inclusive and cohesive cities inspired by their identities and cultural diversity

AXIS 2: Resilient cities boosted by the enhancement of their heritage resources

AXIS 3: "Good governance" which brings a systemic approach to the city.

Thematic	Description and relation to the Strategic Axis
In short words the thematic should specify a transversal and integrated concern related to the city's situation.	*Briefly describe the identified thematic and indicate how it relates with one of the 3 Strategic Axes of the Quebec Roadmap*
1.	
2.	
3.	
4.	
5.	

PRIORITY THEMATIC[7]

Indicate which thematic your city will develop in priority within the framework of the Quebec Roadmap (the other thematics could be addressed later within other Collaborative Networks).

1.

DESCRIPTION AND RELATION TO THE STRATEGIC AXIS

Further describe the priority thematic and indicate its direct relation with one of the 3 Strategic Axes of the Quebec Roadmap (*max 300 words*):

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[6] Please refer to the terminology available in Annex 1 and synoptical tables in Annex 3.
[7] Please note that the Priority Thematic here identified and its description will be made available in the Quebec Roadmap official webpage and will be advertised with the aim of forming a Collaborative Network.

GUIDELINES 1 – Round tables

Pilot cities present their *Priority Thematic* at *Round Tables* organized by the General Secretariat. The Round Tables pave the way for effective cooperation between cities that agree to come together to form a *Collaborative Network.*

1. Technical details

- Each roundtable lasts a maximum of one (1) hour and is held virtually via Zoom.
- The presentations (10 minutes maximum) are made by elected officials (mayors or municipal officials) and target primarily elected officials so they can decide whether to join the Collaborative Networks.
- All members of the OWHC cities are invited to participate in the Round Tables.
- Simultaneous interpretation is offered in the three working languages of the OWHC: French, English, and Spanish. In the event that an elected official from a city wishes to make a presentation in a language other than the three official languages, the city must provide simultaneous interpretation.
- Representatives of member cities attending the presentation can express their interest in one or more of the thematics presented during the Round Table (by using the discussion box or by sending an e-mail to the Secretariat: secretariat@ovpm.org).
- A visual support must be submitted to the General Secretariat no later than one week before the Round Table to validate the city's participation (see the section on presentation below).

2. About the presentation

A PowerPoint presentation template is provided to pilot cities to support their presentation. Each slide should contain as little text as possible to accommodate simultaneous interpretation. The General Secretariat can assist in the translation of the terms inserted in the presentation if needed.

In a maximum of 10 slides, the presentation should adhere to the following logic:

1. Description of the situation: main challenges, problems raised by the situation, etc.
2. Presentation of the Priority Thematic: description, justification of why it is considered a priority, and explanation of the relationship with one of the strategic axes of the Roadmap. It should be noted that it is not necessary to list all the Thematics identified in the worksheet, only the Priority Thematic is essential.
3. Summary of the main actions completed or underway in relation to this Thematic.
4. List of the main issues or topics that the pilot city proposes to develop in the framework of the Collaborative Network, as well as the list of the expectations of the pilot city regarding the constitution of a Collaborative Network dedicated to the Thematic.

Following a Round Table, the General Secretariat quickly contacts the cities that have expressed an interest and informs them of the network's forthcoming activities. The video of the presentations and a summary sheet are also published to make the presentations accessible to members who were unable to attend the Round Table or who wish to revisit the thematics presented.

The Round Table cycle is repeated as many times as a city identifies its Priority Thematic. Round Table dates are negotiated with Pilot Cities and communicated to member cities no later than 15 days in advance.

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.

QUÉBEC ROADMAP: TOWARDS THE ADOPTION OF A NEW URBAN PROJECT

POLITICAL VISION

CONTEXTUALIZATION

The conjunction of current crises creates new and complex situations, which entail renewing the ways of managing and developing cities, and in particular World Heritage cities. This pressure forces decision makers and managers to learn from past mistakes, to correct what did not work properly and thus determine within the framework of a global vision what needs to be improved in order to ensure a good quality of life for inhabitants, to accommodate the new ways of life that are emerging, and to adapt the city accordingly.

Current climatic, social and economic changes must be addressed as a system of resources and constraints that can be mobilized to help member cities implement different urban approaches. The ambition of the OWHC is to change practices by focusing on the following issues:

a. Climate change, the COVID-19 pandemic, the upheavals resulting from new technologies, demographic transformations and the evolving lifestyles and labour markets, are inducing and imposing strong combined and complex pressures on urban environments.
b. The historic city inspires the development of the whole urban area of which it is the essence. As a living entity, it must continually adapt to continue to offer an attractive living environment.
c. The city is made to live in, which means to reside there, to work there, to socialize there, to grow there, to form a community and to open up to others. The way the city is organized and functions determines the quality of life of the inhabitants and the intensity with which they inhabit it.
d. Heritage is an irreplaceable resource for urban development and community life. The conservation of its integrity and authenticity goes hand in hand with modernity.

STRATEGIC AXIS AND OPERATIONAL OBJECTIVES

AXIS 1: Inclusive and cohesive cities inspired by their identities and cultural diversity

OO 1.1 Develop a holistic and shared knowledge of heritage resources and their transformative capacities.
OO 1.2 Stimulate citizens' sense of belonging and responsibility for the management of built, landscape and intangible heritages in a perspective of sustainable local development.
OO 1.3 Provide a fair response to the challenges of society through the enhancement of heritage capital and the creation of contemporary architecture in continuity with the historic city.

AXIS 2: Resilient cities boosted by the enhancement of their heritage resources

OO 2.1 Strengthen habitability in historic centres as a reference factor for the well-being of users, the release of social and economic potential and adaptation to climate change.
OO 2.2 Support the creation of activities that regenerate the city by primarily benefiting local communities as well as all users, and which are compatible with the heritage specificities.
OO 2.3 Establish urban coherence, both spatial and social, based on the requalification and decarbonation of public spaces for collective uses.

AXIS 3: "Good governance" which brings a systemic approach to the city

OO 3.1 Put in place the necessary conditions to create a permanent dialogue between all stakeholders for the evolution and development of the city.
OO 3.2 Develop decision-making processes for co-construction and co-management of projects with the heritage city communities in order to exploit mobilizable resources and opportunities.
OO 3.3 Adopt planning procedures and public urban management practices that use the local territory intelligence and meet the needs of communities in terms of modernity and climate issues.

ANNEX 3 – Synoptical tables

Elements acquired in Phase 1: On the Road to Québec *Validated and adopted as part of the Quebec Roadmap political vision*		Elements acquired in Phase 2: Quebec Symposium *Extracted from the "Delegations Input", not yet validated*
Themes	Strategical Axis	Thematics expressed
	AXIS 1: Inclusive and cohesive cities inspired by their identities and cultural diversity	a. Social cohesion: social diversity / Inclusion of social, economic and cultural minorities through heritage processes (objectifying citizens' sense of belonging); b. Restructuring / urban requalification / restoration / rehabilitation / reconversion; c. Reappropriation of the city and its heritage requires flexibility to inscribe it in the logic of the place; overcome the conservative reflexes that tend to freeze the city; d. Awareness/knowledge/education/skills enhancement; e. Strengthening / affirmation of local identity and sense of belonging / preservation / encouragement of traditional activities; f. Support for architectural creation (new construction or rehabilitation of the old) to guarantee quality/beauty and build the heritage of the future; g. Modes of intervention on old buildings: maintenance, conservation, restoration, rehabilitation / cultivate authenticity through modest ambitions, frugality of means while respecting traditional materials and techniques; h. Identification / knowledge / interpretation of heritage;
	Operational Objectives	Problematics raised
1. Transformation of the public space 2. Improvement of the residential space	OO 1.1 Develop a holistic and shared knowledge of heritage resources and their transformative capacities.	i. Conduct participatory inventories including all stakeholders to identify all heritage (built, intangible, natural) / involve stakeholders in research and studies (dedicated platforms) / participatory mapping; ii. Diagnose the state of conservation; iii. Reinterpreting traditional architecture / tradition drives innovation; iv. Interpreting heritage characteristics to organize urban developments in a contemporary logic; v. Create multimedia self-guided tour tools for visitors; vi. Promote heritage values and quality in municipal policies and strategic documents; vii. Train young people in traditional trades and techniques to support heritage rehabilitation projects; viii. Exploit the capacities of evolution intrinsic to the heritage - to make bear fruit the heritage with a contemporary reading;
3. Evolution of mobilities 4. Adaptation of the built heritage 5. Setting up a new governance	OO 1.2 Stimulate citizens' sense of belonging and responsibility for the management of built, landscape and intangible heritages in a perspective of sustainable local development.	i. Interpret heritage according to different points of view / diversity of narratives / bring out a common narrative; ii. Identify with one's city through heritage, build a community around this identity / communicate between communities and network to understand, respect and ultimately cooperate; iii. Engage residents in the action; iv. Provide tools available to residents to manage certain projects / competition of ideas / civic engagement tools / citizen actions; v. Dialogue on an ongoing basis to understand changing needs; vi. Involve citizens by making them ambassadors of their community; vi. Develop "schools of citizen participation" through urban projects; vii. Enhance the existing links between the population and heritage to take into account social specificities and manage urban development (arbitration between preservation and development of lifestyles);
	OO 1.3 Provide a fair response to the challenges of society through the enhancement of heritage capital and the creation of contemporary architecture in continuity with the historic city.	i. Create channels/tools for dialogue between heritage experts and urban experts; ii. Create multi-use public spaces - access to heritage buildings allowing inhabitants to create new activities / living heritage; to offer inhabitants and users various possibilities in terms of activities; iii. Offer diversified housing (size, status); iv. Welcome diverse populations (socially, economically, culturally); v. Rehabilitate vs. restore = more flexible approach, more respectful of authenticity, less costly; vi. Rebuild / consolidate fragile buildings; vii. Preserve the historic character of heritage public spaces, which strengthens resilience capacities; viii. Fight against the phenomena of gentrification which leads to exclusion.

Elements acquired in Phase 1: On the Road to Québec *Validated and adopted as part of the Quebec Roadmap political vision*		Elements acquired in Phase 2: Quebec Symposium *Extracted from the "Delegations Input", not yet validated*
Themes	Strategical Axis	Thematics expressed
1. Transformation of the public space 2. Improvement of the residential space 3. Evolution of mobilities 4. Adaptation of the built heritage 5. Setting up a new governance	AXIS 2: Resilient cities boosted by the enhancement of their heritage resources	a. Investment in infrastructure that promotes connectivity and pedestrian movement; b. Regeneration of heritage cities from nature-based solutions allowing at the same time to face the climate emergency; c. Greening as an urban planning priority; d. Trans-sectoral creative processes within municipal administrations; e. Sharing of public spaces between the different actors / calming the different modes of circulation; f. Modernization of the historic city using new technologies that must be adapted to the heritage reality (respect for the authenticity of monuments and the urban landscape) of the city (housing comfort, carbon-free energy, intelligent management, etc.); g. Pursue and continuously reinvent the city on the basis of ordering public spaces;
	Operational Objectives	Problematics raised
	OO 2.1 Strengthen habitability in historic centres as a reference factor for the well-being of users, the release of social and economic potential and adaptation to climate change.	i. Assess the adaptive capacities of urban components with regard to climate change / promote the emergence of energizing activities; ii. Inventing tools and actions to promote historic districts offering good quality of life; iii. Improve the housing situation / supply in terms of public facilities; iv. Vegetate / densify plantings to lower temperatures in heat islands / renaturalize spaces (interiors of islands, parking lots, schoolyards, etc.) and permeabilize street networks with high water runoff issues rain; v. Limit the functions and services that disturb the daily life of the inhabitants; vi. Calm the use of the street between bicycles, pedestrians and vehicles / maintain cleanliness and safety; vii. Pick up and process household garbage;
	OO 2.2 Support the creation of activities that regenerate the city by primarily benefiting local communities as well as all users, and which are compatible with the heritage specificities.	i. Revitalize the city and make it more dynamic = develop services and diversified small commercial businesses; ii. Limit commercial activity / promote other central areas to reduce tourist pressure and allow more inhabitants; iii. Seek by all means the improvement of social cohesion and the free and accessible use of the world heritage site; iv. Restoration of buildings, removal of parking lots and reinstatement of the functions of the city squares, creation of children's playgrounds and pocket parks in the area; v. Developing and supporting public organizations and entities that work for the economic well-being of communities and small businesses; vi. Use of solar panels on historic buildings; vii. Reinforcing notions of quality and beauty to evolve cities; viii. Reclaiming vacant areas/spaces in the city and allowing citizens to develop it even if temporarily/transitionally (green zone, community gardens, social activities) = reinvigorating stagnant spaces;
	OO 2.3 Establish urban coherence, both spatial and social, based on the requalification and decarbonation of public spaces for collective uses.	i. Ask the question of priorities to think about the city; ii. Make choices by prioritizing modes of travel: priority to pedestrians, then to cyclists, etc. = orient the developments; Plant trees wherever possible to provide freshness to all / climate equity; iii. Repopulate the historic center, limit shops and extend the concept of heritage to other parts of the city; iv. Revegetation of public spaces (temporary or permanent) with the participation of citizens (micro-planting of streets); v. Walking and cycling plan: regulated access for cars, shared spaces for pedestrians and bicycles, and temporary bicycle parking in the hyper-centre; reduction of speeds, establishment of secure bicycle parking facilities and closing of school streets in the morning and evening in the neighbourhoods; dedicated cycle paths on the structuring axes (courtyards and boulevards)...; vi. Create climate-neutral neighborhoods to improve air quality (ban the use of coal, wood, fossil fuels) with a conservation program and subsidies for the poorest residents.

Elements acquired in Phase 1: On the Road to Québec *Validated and adopted as part of the Quebec Roadmap political vision*		Elements acquired in Phase 2: Quebec Symposium *Extracted from the "Delegations Input", not yet validated*
Themes	Strategical Axis	Thematics expressed
1. Transformation of the public space	AXIS 3: "Good governance" which brings a systemic approach to the city	a. Decision-making methods: role of inhabitants and other actors; b. Prioritize Consensus and Inclusion over regulatory measures; c. Affirmation of political leaders and enlightened policies supported and implemented by local actors/civil society = sharing of responsibilities and economies of scale; d. Communicate permanently and in all directions: inform, explain, convince, but also listen and learn; e. Identification of actors and ensuring that they have the means to act; f. Inspire action through local and regional traditions, customs and history; g. Have a critical look at conservation policies in order to create a real holistic approach; h. Create an environment/space for dialogue that accepts and integrates diverse opinions and approaches; i. Priority must be given to the inhabitants (the city is made to be lived in) = priority of access to housing, parking lots, incentives) = dynamic and attractive city for economic activities;
2. Improvement of the residential space 3. Evolution of mobilities 4. Adaptation of the built heritage 5. Setting up a new governance	Operational Objectives	Problematics raised
	OO 3.1 Put in place the necessary conditions to create a permanent dialogue between all stakeholders for the evolution and development of the city.	i. Organize a systematic multimedia communication towards all the actors on the subjects of the goals, the means, the techniques applied for the preservation of the heritage and the impact on the quality of life; ii. Establish peaceful means to cooperate with building owners so that the municipality can also have a say in usage (consensus, persuasion); iii. Organize cyclical meetings with stakeholders to discuss issues important to them; iv. Set up permanent citizen councils; v. Develop communication forums and discussion groups focused on specific topics.
	OO 3.2 Develop decision-making processes for co-construction and co-management of projects with the heritage city communities in order to exploit mobilizable resources and opportunities.	i. Multiply incentives for owners to encourage rehabilitation and the proposal of new uses; ii. Engage all the actors from the start of the initiatives and involve the populations concerned from the design phase / the urban project = a privileged moment to organize the meeting between all the actors and the authorities around heritage and urban development; iii. Rely on social and community development committees that are truly taken into account; iv. Reinterpreting the wisdom of the territory and local communities; v. Put (return) heritage at the heart of educational curricula in schools of architecture and urban planning;
	OO 3.3 Adopt planning procedures and urban public management practices that use the local territory intelligence and meet the needs of communities in terms of modernity and climate issues.	i. Rethink legal/strategic/planning documents to give heritage a central place and role (new generation of management plans); ii. Invent tools to facilitate the acquisition of land and real estate by the municipality in order to propose innovative public / private arrangements; iii. Use inventories to identify in urban planning documents what should be preserved and what should be renewed; iv. Legislate locally about tourist rentals (short duration); v. Use infrastructure projects to shape resilience – livable, smart and honoring heritage as a dynamic urban asset; vi. Design "walkable and cycling city" plans to plan and implement the transformations necessary for the proper development of low-carbon modes of travel; vii. Develop standards defining the characteristics (and a label?) ""frugal building"" ecologically compatible with heritage values (return to tradition);