



## GUIDELINES – Design of Pilot Project

The *Pilot Projects* are the ultimate objective of this step of the Roadmap, because they will be the main support for concrete action in the following step: Implementation of Pilot Projects, and the main result provider, nurturing the future elaboration of the **New Urban Project**.

A Pilot Project is a small-scale action specifically designed to experiment with new approaches over a short period of time, and to demonstrate the feasibility and effectiveness of a new practice in overcoming current challenges faced by cities, given their unique realities and contexts. The objective is to explore different aspects of complex problems in order to better understand their implications, or to better appreciate other experiences related to similar topics. The Pilot Project also makes it possible to test innovative ideas or practices in a real context, and to gather data on the effectiveness, feasibility, impact or potential challenges of a particular approach before embarking on larger-scale implementation. In order to be manageable within a limited timeframe and with limited resources, the actions of the project should focus on a restricted perimeter of the urban area, such as a specific street, neighborhood or district.

Each Collaborative Network must develop its first Pilot Project carefully<sup>1</sup>, so that it is useful for the purposes of the Roadmap. The Pilot Project should logically refer to the components of the overall political vision adopted by the mayors at the Quebec City Symposium. The Pilot Project should:

- a. Underline the concern for searching for solutions to the combined pressures put on urban environment by the different crises exacerbated by the climate changes;
- b. Look for different responses to the contemporary needs although respecting the heritage continuity;
- c. Respond to the objective to develop the city considering all its complexities with the aim to strengthen the communities and the well-being;
- d. Carry out a heritage-led approach of the city development.

Therefore, the *Pilot Projects* should respond to key requirements and make sure to satisfy indicators of success which are listed and explained below.

Basic criteria to assess the usefulness or impact of a *Pilot Project* and to consider its contribution to the definition of the **New Urban Project** are suggested below. They are connected with the **main performing areas** to be developed through the *Pilot Project*, and which should be taken into account when assessing the lessons it enabled to learn (the relevant questions are related to the *Strategic Axes*):

- Does it contribute to strengthening the communities and therefore the resilience of the city based on its identity and urban cohesion?
- Was it based on the enhancement or the sustainable use of heritage resources?
- Does it have suggested adjustment in ways of doing contributing to better governance practices?
- Did it have the concern to implement a systemic approach of the city or a holistic vision of the city?

Here are some **criteria or indicators** that can help determine whether a *Pilot Project* is adequate:

- a. **Clear goals:** A good pilot project should have clear and measurable goals that are aligned with the overall objectives of the Roadmap. The goals should be specific, realistic, and achievable within the scope of the pilot project.

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<sup>1</sup> Other *Pilot Projects* could be proposed at a later date or in parallel, depending on the availability of the member cities of the *Collaborative Network* to manage several *Pilot Projects*.



- b. Defined scope: The pilot project should have a clear and well-defined scope related to one *Priority Problematic*, including the target audience, geographic area, and timeline. This will help ensure that the project stays focused and manageable.
- c. Feasibility: The pilot project should be feasible in terms of time, resources, and scope. It should be realistic and achievable, with a reasonable timeline and budget<sup>2</sup>.
- d. Innovation: The pilot project should be innovative and should bring something new and unique to the Roadmap.
- e. Stakeholder involvement: The pilot project should involve all the relevant local stakeholders. This can help ensure that the project is designed with their needs in mind and is more likely to be successful. The pilot project should also involve all members of the *Collaborative Network*.
- f. Scalability: The pilot project should have the potential to be scaled up and replicated in other contexts or locations.
- g. Well-designed methodology: A good pilot project should have a well-designed methodology that is appropriate for the research questions and goals. This includes clear data collection and analysis methods that will allow for meaningful evaluation of the project's success.
- h. Measurable outcomes: The pilot project should have clear and measurable outcomes, which can be used to evaluate its success.
- i. Flexibility: Based on the evaluation and feedback received, the *Collaborative Network* should make adjustments to the pilot project to improve its outcomes. The pilot project should be flexible enough to adapt to changes and new insights that may arise during the implementation.
- j. Risk management: The pilot project should have a risk management plan in place, for identifying and managing risks. This includes identifying potential obstacles or challenges and developing contingency plans to address them.
- k. Adequate resources: The pilot project should have adequate resources in terms of funding, staff, and time to be successfully completed. Insufficient resources may hinder the project's success and limit its potential impact.
- l. Continuous learning: A good pilot project should be designed with continuous learning in mind. This means that the project team should be open to feedback and should use evaluation data to make adjustments and improve the project over time.
- m. Ethical considerations: The pilot project should be designed and implemented in an ethical and responsible manner, which includes informed consent, privacy, and confidentiality.

A learning process is essential for a successful pilot project as it allows the *Collaborative Network* to monitor progress, identify areas for improvement, and make adjustments to improve the project's outcomes. Here are some key steps that can be included in a learning process for a pilot project:

- i. Identify learning objectives: Before the project begins, the Collaborative Network should identify the specific learning objectives that they hope to achieve through the pilot project. These objectives should be aligned with the overall project goals (Problematic) and should guide the project's data collection and analysis efforts.
- ii. Collect and analyze data: Throughout the pilot project, the Collaborative Network should collect data on key indicators, such as project outputs, outcomes, and impact. This data should be analyzed on an ongoing basis to identify trends and patterns that can inform the Roadmap process.
- iii. Reflect and evaluate: The Collaborative Network should regularly reflect on the data collected and evaluate the project's progress toward its learning objectives. This evaluation can help identify areas where the project is performing well and areas that need improvement.

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<sup>2</sup> The Step 2 of the Quebec Roadmap will be implemented from spring 2023 to summer 2024 and during this period a maximum of Pilot Projects should be implemented.



- iv. Communicate results: The Collaborative Network should share the results of the pilot project with relevant stakeholders, including member cities. This communication can help build support for the project and inform future decision-making.
- v. Share lessons learned: Finally, the Collaborative Network should document the lessons learned from the pilot project and share these with relevant stakeholders, including the General Secretariat. This documentation will be compiled in order to be used for the Step 3 evaluation.

**Expected deliverable:**

The *Collaborative Networks* shall provide their *Pilot Project Plan* details to the General Secretariat. They must describe actions to be carried out, a preliminary schedule, resource requirements, responsible and participating actors, deliverables and expected results, monitoring and performance indicators, as well as the expected lessons to be learned from the *Pilot Project* in order to sustainably improve the current situation of the city.

The final *Pilot Project* details must be submitted through the Google Drive link provided by the General Secretariat. Please contact [secretariat@ovpm.org](mailto:secretariat@ovpm.org) to request your exclusive link.