



Phase 3 - Québec Roadmap: Towards a New Urban Project (2022-2024)

3.1: Conception of pilot projects

3.1.1 Expression of interest

3.1.2 Priority thematic(s)

→ 3.1.3 Collaborative Networks and design of Pilot Projects

WORKING DOCUMENT

This third working document provides guidelines for the achievement of the deliverables of sub-step 3.1.3, and with this completing the Step 1 of the Quebec Roadmap “Conception of *Pilot Projects*”. Cities must join their forces into Collaborative Networks and act collectively to design the *Pilot Projects* to be implemented during the next Step.

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INTRODUCTION

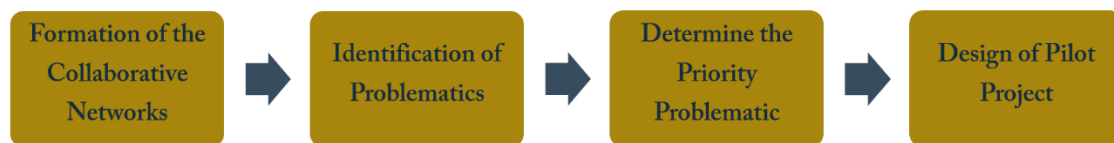
Referring to the Quebec Roadmap’s Step 3.1 launched in November 2022 (available here: <https://www.ovpm.org/programs/phase-3-quebec-roadmap/>), this working document establishes guidelines suggesting a [methodology](#) and specifying the expected deliverables for the sub-step 3.1.3 entailing:

- [The formation of the *Collaborative Networks*](#);
- [The collective determination of *Priority Problematics*](#);
- [The design of *Pilot Projects*](#).

The creation of *Pilot Projects* is the main goal of the Roadmap Step 3.1 as these will provide the means and the resources for the achievement of the Roadmap’s global objectives through Step 3.2 and Step 3.3, and subsequently the determination of the OWHC New Urban Project.

METHODOLOGY

The proposed methodology described bellow, supported by the “*Collaborative Networks Operational Guidelines*” available in [Guidelines 1](#), are provided as tools the cities shall use in order to progress in the process and for delivering clear results. This process is intended to be simple, and it is estimated to be concluded in approximately 1 month.



a. Formation of the Collaborative Networks

The *Collaborative Networks* are formed by cities sharing a common interest for a *Priority Thematic*. Cities join together to exchange knowledge and expertise, share experiences, and learn from one another. Self-organized by their members, the *Collaborative Network* engage cities in a collaborative problem-solving approach and seek out opportunities to learn from field experiences¹.

Furthermore, the *Collaborative Network* shape a collective effort for learning together, understanding the full scope of a situation, and seek common solutions which might be later implemented locally in response to specific needs.

The simple process leading to the *Collaborative Network* include the following:

- The OWHC General Secretariat will organize monthly virtual *Thematic* Round Tables to which all OWHC member cities will be invited to attend;
- Elected officials from Cities that have successfully decided upon their “*Priority Thematic*” and duly submitted it to the General Secretariat ([sub-step 3.1.2](#)) will present their *Priority Thematic* during

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

- the next Round Table, proposing to other cities to join them as part of a dedicated *Collaborative Network*. That city will become the *Pilot City*² of the newly formed *Collaborative Network*,
- After each *Thematic* Round Table, the General Secretariat will publish the list of available *Priority Thematics* on the Quebec Roadmap website;
 - Cities willing to be part of a dedicated *Collaborative Network* will be put in contact together with the specific *Pilot City*.
 - Each *Pilot City* will have the responsibility to organize an initial meeting to set-up the respective *Collaborative Network*³. This meeting may be held virtually or in person according to the initiative of the city. Each *Collaborative Network*, in conformity with the “*Collaborative Networks Operational Guidelines*” (available in [Guidelines 1](#)) is encouraged to establish their own modus operandi.

Expected deliverable:

Once the *Collaborative Networks* has been formed, a “Collaborative Network Constituent Form” (available in [Template 1](#) for reference) must be submitted to the General Secretariat indicating the composition of the *Network*, its organizational structure, operational specificities and budget planning.

The final “Collaborative Network Constituent Form” must be submitted through the Google Drive link provided by the General Secretariat. Please contact secretariat@ovpm.org to request your exclusive link.

b. Identification of Problematics

Each *Collaborative Networks* must proceed to identify the *Problematics* generated by their *Priority Thematic*.

Problematics are complex topics or interrelated issues that require thought and analysis in order to understand and address effectively and sustainably a given situations⁴. Thanks to the collective effort provided by the *Collaborative Network*, they shall be approached from different angles, helping assess concrete needs or practices to be explored further before designing large scale projects. The ensemble of all *Problematics* from the different *Collaborative Networks* will enrich the global understanding about challenges and issues at stake faced by member cities.

It is important to enhance the pertinence of the identified *Problematics* by cross-checking them with the pragmatic framework established by the *Operational Objectives*, in order to certify that they are in conformity with the Quebec Roadmap’s vision⁵.

² 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 denominate the city that will implement the *Pilot Project*.

³ In order to join a *Collaborative Network* a member city shall have confirmed its participation in the Roadmap (3.1.1) and fill in the Thematic Template without necessarily deciding about the priority (3.1.2).

⁴ 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 in [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.

⁵ The adopted Quebec Roadmap political vision is available in [Annex 2](#) for reference.

Expected deliverable:

The *Problematics* collectively identified by each *Collaborative Network* must be submitted through the “Priority Problematics Worksheet” (available in [Template 2](#) for reference). There is no maximum limit of identified *Problematics* that may be submitted, nevertheless it is recommended that a minimum of 5 be indicated in the worksheet.

The final “Priority Problematics Worksheet” must be submitted through the Google Drive link provided by the General Secretariat. Please contact secretariat@ovpm.org to request your exclusive link.

c. Determine the Priority Problematic

The *Collaborative Networks* must agree on the *Problematic* which will be addressed in priority. The *Priority Problematic* defines the nature and purpose of the *Pilot Project* to be implemented first⁶.

The determined *Priority Problematic* must be in line with the political vision of the Quebec Roadmap, as well as in conformity with the political dimension carried by the *Strategic Axes*, and the pragmatic framework established by the *Operational Objectives*.

Expected deliverable:

The collectively determined *Priority Problematic* which will be the object of a *Pilot Project* must also be submitted through the “Priority Problematics Worksheet” indicated above in [point b](#).

d. Design of Pilot Project

The *Pilot Projects* are the ultimate objective of the Roadmap Step 3.1 because they will be the main support for concrete action in Step 3.2: implementation of *Pilot Projects*, and the main result provider nurturing the future elaboration of the *New Urban Project* (phase 4).

A *Pilot Project* is a small-scale action that is specifically designed to experiment over a short period of time new approaches and demonstrate the feasibility and effectiveness of a new practice to overcome the current challenges faced by cities, considering their unique realities and contexts. The goal is to explore the different aspects of complex problems in order to better understand their implication or better appreciate other experiences related to similar subjects. The *Pilot Project* also enable to test ideas or innovative practices 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 scale.

Each *Collaborative Networks* shall elaborate their first *Pilot Project* carefully⁷ in order for it to be useful for the purposes of the Roadmap, the *Pilot Project* produced throughout Step 3.1 should logically make the relevant references to the components of the global political vision adopted by the Mayors at the Quebec Symposium (available in [Annex 2](#) for reference). 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;

⁶ In the exceptional case that a *Collaborative Network* would like to select two or more *Priority Problematics*, one “Priority Problematics Worksheet” ([Template 2](#)) and one “Pilot Project Plan” ([Template 3](#)) will have to be submitted for each.

⁷ Other *Pilot Projects* could be proposed in a later stage or in parallel depending on the availability of member cities part of the *Collaborative Network* to manage several *Pilot Projects*.

- 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 in [Guidelines 2](#).

Expected deliverable:

The *Collaborative Networks* shall provide their *Pilot Project Plan* (available in [Template 3](#) for reference) 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 to request your exclusive link.

OUTCOMES

Each *Collaborative Network* must provide the expected deliverables as they progress, using the templates provided in their exclusive Google Drive link. This digital form of submission will enable the General Secretariat to acknowledge receipt of each deliverable and will further enable the *Networks* to alter and update their documents as they will progress in the process. It is the responsibility of each *Collaborative Network* to ensure that their documents are duly uploaded and updated.

The data provided in each of the deliverables will be collected and processed by the General Secretariat in order to ensure the continuity of the process as well as communicate about its evolution to all OWHC members.

- As the number of identified *Thematics* and *Problematics* increases, an updated list will be regularly published in the official website of the Quebec Roadmap. This list of elements will give a broader spectrum of the specific challenges faced by World Heritage cities and will further enrich the Roadmap's narrative.
- The list of *Pilot Projects* and their specific approach will be disseminated amongst the OWHC member cities. This will encourage other members to participate in the Quebec Roadmap, join *Collaborative Networks* as well as propose new *Thematics* and *Problematics* to be developed⁸.
- The collection of experiences and data from the *Pilot Projects* implemented by the participating cities will be the foundation for the design of the *New Urban Project* of the OWHC.

⁸ Please note that the Executive Summary of each *Pilot Project* will be made public on the Quebec Roadmap official website. The detailed project plan will only be made public or shared with specific participating cities upon consent from the respective *Collaborative Network*.

GUIDELINES 1 – Collaborative Network Operational Guidelines

Summary

The *Collaborative Networks* are established based on a shared interest toward a *Priority Thematic*. In the spirit of the Quebec Roadmap, the *Collaborative Networks* should proceed in large autonomy, only required to provide the deliverables requested at the different steps of the process. The principle of autonomy should reflect and favorize the diversity of the contributions by the members of each *Collaborative Network* so they can operate as a “Community of practice”.

Collaborative Networks therefore have the flexibility to organize themselves according to a variety of tools, some of which are proposed in this document.

The following guidelines are provided to assist each *Collaborative Network* in defining their own modus operandi to achieve the successful completion of the three expected deliverables in step 3.1.3 and those to be defined as part of step 3.2. While these guidelines embody good operational practices, they are not intended to be prescriptive for every situation. In this spirit, the General Secretariat remains available for any queries *Collaborative Networks* might encounter.

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* should be *Priority Thematic*-oriented and opened to the diversity of experiences or situations. The most should be made in order to enable experts from various cities to take part to the works, capitalizing as much as possible on their linguistic competences. Each *Collaborative Network* may consider different options to mitigate the risk of language-based division, as for example:

- The *Collaborative Network* may estimate the costs of simultaneous interpretation for its planned plenary meetings. Possible sources to cover these costs should be identified (see point 4 below);
- The *Collaborative Network* using Zoom application can use the automatic sub-title generation feature available, which can facilitate real-time understanding of discussions for members who do not speak the chosen working language;
- Cities that share a common language can choose to create an adjacent Collaborative Network on the same *Priority Thematic*, which can allow for more effective communication and collaboration among members. Solutions should be proposed in order to assure regular exchanges and full compilation of findings in common reports.

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, meaning that translation costs might also have to be taken into consideration.

2. Management

2.1. Sharing the responsibilities

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 (using templates and Google Drive options), members shall discuss early in the process how they intend to be managed. Few issues have to be considered:

- Would the *Pilot City* be in position to assure entire or part of the management responsibilities?
- Should a *Moderator* be appointed in order to oversee the operation of the *Network*, including setting up the schedule and animation of meetings, as well as managing any issues or challenges that may arise?
- Should a *Rapporteur* be appointed for taking detailed notes during meetings, filling in all necessary on-line templates, and ensuring that they are kept up to date?

Collaborative Networks are encouraged to determine their own management means and methods that may be more appropriate for their specific needs and objectives.

2.2 Working tools

As for the general implementation of the Quebec Roadmap, the same easy and immediately available tools are recommended in order to assure a simple and effective communication and collaboration within each *Collaborative Network*:

Recommended communication tools:

- **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*.

Recommended collaborative working tools:

- **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

Step 3.1.3 and step 3.2 are designed as cycles which could be multiplied as many times as needed by *Collaborative Networks*, without specifying deadlines. This may occur in the event that new members join the *Collaborative Network*, or if the current members of the *Collaborative Network* wish to design and implement a new *Pilot Project* in relation to the same *Thematic*, etc. The rhythm and pace of each cycle will be established by the production of the deliverables for further processing by the General Secretariat.

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

Working documents and guidelines provided by the General Secretariat are elaborated and adjusted throughout field experiences. They indicate the scope of the efforts to be invested, the level of details of each deliverable and the estimated suitable maximum duration of each sub-step.

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

As part of the *Collaborative Network* Constituent Form, the cities of the *Network* should identify the budget planning required in order to achieve the objective of Step 3.1: the conception of *Pilot Projects*. 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 Form. The form should also indicate which expenses are covered by the cities and which are the object of a request for a financial support, which will be analyzed by the General Secretariat upon reception.

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. The General Secretariat will also ensure the efficiency of the different deliverable and explore possible financial contributions. In addition, the General Secretariat will be responsible for collecting these deliverables, communicating progress, and offering opportunities to enhance the cities' experiences and share good practices. The General Secretariat will process the deliverables to ensure that results are available in due time for the Step 3.3 "Evaluation of Pilot Projects".

While the *Collaborative Networks* will work in autonomy focusing on their respective *Pilot Projects*, the General Secretariat will ensure the sharing of experiences between the different *Collaborative Networks*, underlining interrelations between *Thematics*, as well as restituting the outcomes of the process to the general public. Furthermore, the General Secretariat will be responsible for ensuring that the results provided by the *Collaborative Networks*' will adequately contribute to the achievement of the Quebec Roadmap global objectives.

GUIDELINES 2 – Pilot Project

The *Pilot Project* must be, by principle, a small-scale action that is designed to test and evaluate new approaches. In order to be manageable within limited period of time and resources, these actions must be focused on a restricted perimeter of the urban area, such as a specific street, neighborhood or district.

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*, available in [Annex 3](#) for reference):

- Does it contribute to strengthen 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.
- 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. (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)
- 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.
- 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.

TEMPLATE 1 – Collaborative Network Constituent Form

This form gathers information of each *Collaborative Networks* formed, indicating the key elements that each *Network* should determine in order to ensure its proper functioning.

1. PRESENTATION

1.1 Name

Indicate the name of the *Collaborative Network* which this form corresponds to.

1.2 Priority Thematic

Describe the *Priority Thematic* that will be addressed within this *Network*:

1.3 Language

Indicate the preferred language for communication within the *Network* and / or specific measures taken for accommodating different languages:

1.4 Creation Date

Date of the Round Table in which the *Priority Thematic* has been presented:

Date of the first meeting organized by the *Pilot City*, officializing the constitution of the *Network*:

2. COMPOSITION AND ORGANIZATIONAL STRUCTURE

	Name of the city	Name and title of municipal personnel involved
2.1 Pilot-City <i>City who presented the Priority Thematic that formed the Collaborative Network</i>		Elected person
		Coordinator
2.2 Participating Cities		Experts / specialists
2.3 Management		
Role within the Collaborative Network⁹ <i>Indicate if any specific roles have been assigned within the Collaborative Network (such as moderators, rapporteurs...)</i>	City	Name, title, and e-mail address

⁹ Please refer to the “Personnel involved” point in the guidelines provided in [Guidelines 1](#).

2.4 Tool(s)

Explain tool(s) to be used for communication and work within the *Network*:

- 1.
- 2.
- 3.

...

3. PLANNING

3.1 Provisional Meeting Schedule

Determine estimated schedule for network meetings and expected types of meetings (virtual meetings, in person meetings, study visits, or others)

- 1.
- 2.
- 3.

...

3.2 Budget

Detail the estimated expenses for network management and meetings (translation, interpretation, organization of in-person meetings, etc.)

Nature of the expense	Amount	Covered by (city, financial request to the General Secretariat)

3.3 Provisional Deliverables Schedule

Give an estimated time frame for the development and submission of the deliverables that must be produced by the *Collaborative Network*.

<i>Priority Problematic worksheet</i>	
<i>Pilot Project</i>	

TEMPLATE 2 – Priority Problematic Worksheet

This worksheet is provided as a tool the *Collaborative Networks* may use to progress in the process and as a template for the first expected deliverable for sub-step 3.1.3.

1. NAME OF THE COLLABORATIVE NETWORK

Indicate the name of the *Collaborative Network* which this form corresponds to.

2. PRIORITY THEMATIC

Indicate the *Priority Thematic* addressed by this *Collaborative Network*.

3. IDENTIFICATION OF PROBLEMATIC(S)¹⁰

In accordance with the political vision adopted during the Symposium of the 16th World Congress in Quebec, **identify the Problematics which describe the interrelated issues** that must be solved in order to improve the given situation related to the *Priority Thematic*, and indicate their relevance in relation with one of the 9 *Operational Objectives*.

Problematic <i>In short words the Problematic should specify an interrelated issue that requires analysis in order to understand and address effectively and sustainably a given situation.</i>	Description and relation to the Operational Objective <i>Briefly describe the identified Problematic and indicate how it relates with one of the 9 Operational Objectives of the Quebec Roadmap</i>
1.	
2.	
3.	
4.	
5.	
...	

4. PRIORITY PROBLEMATIC

Determine the *Problematic* which will be the object of the *Pilot Project* to be implemented in priority within the framework of the Quebec Roadmap (title and description).

¹⁰ Please refer to the terminology available in [Annex 1](#) and synoptical tables in [Annex 3](#).

TEMPLATE 3 – Pilot Project Plan

This template is provided as a structure guide that each *Collaborative Networks* may use to provide in a clear manner the requested information regarding the Pilot Project.¹¹

1. EXECUTIVE SUMMARY¹²

Provide an overview of the designed *Pilot Project* which will be implemented in the framework of the Quebec Roadmap, including a brief description of the project, its objectives, compliance with the OWHC political vision, methodology, main stakeholders, title of the project, location where it should be implemented and the determined perimeter for implementation, as well as expected results and lessons to be learned.

2. TECHNICAL DATA¹³

2.1 Project Title

Indicate the title of the project.

2.2 Location

Indicate the name of the city or cities where the pilot project will be implemented, and the determined perimeter for implementation.

2.3 Budget

Must include the global budget, the main headings including in kind, the source of funding, etc.

2.5 Project Manager

Name/Surname	
Member city	
Position title	
Contact detail	

2.6 Political And Operational Framework

STRATEGIC AXIS	OPERATIONAL OBJECTIVE
<i>Priority Thematic</i>	<i>Priority Problematic</i>

3. PILOT PROJECT DESCRIPTION

3.1 Background

Briefly describe the background details of the *Pilot Project*, highlighting how it was conceptualized, the situation which it aims to address, its relation with the Quebec Roadmap political vision (*Strategic Axes* and *Operational Objectives*), criterion for the determination of the perimeter for implementation, as well as any relevant case studies used as reference.

¹¹ Each *Collaborative Network* is encouraged to complement this template with all other information they consider relevant in order to explain and detail the proposed *Pilot Project*.

¹² Please note that the Executive Summary will be made available for public consultation in the official Quebec Roadmap website.

¹³ The Technical Data and specifications provided for the *Pilot Project* will remain confidential and will not be available for the public on the Quebec Roadmap official website, unless consented by the respective *Collaborative Network*.

3.2 External Environment of the Project

Relevant local, national, or international policies in force; interrelated municipal projects; case studies; and others.

3.3 Objectives and Indicators

Main objective of the project	Criteria or Indicators
1)	1)

3.4 Preliminary Schedule

Activities to be carried out in order to successfully implement the *Pilot Project*.

Activities	Timeframe and/or Preliminary deadlines	Actors involved and role	Expected results and lessons to be learned
		Responsible:	
		Participating:	
		Responsible:	
		Participating:	

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 situations. 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.

ANNEX 2 – Political Vision

Québec Roadmap: Towards the adoption of a New Urban Project

CONTEXTUALISATION

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 mobilised 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 <i>Validated and adopted as part of the Québec Roadmap political vision</i>		Elements acquired in Phase 2: Québec Symposium <i>Extracted from the "Delegations Input", not yet validated</i>
Themes	Strategical Axis	Thematics expressed
1. Transformation of the public space	<p style="text-align: center;">AXIS 1: Inclusive and cohesive cities inspired by their identities and cultural diversity</p>	<p>a. Social cohesion: social diversity / Inclusion of social, economic and cultural minorities through heritage processes (objectifying citizens' sense of belonging);</p> <p>b. Restructuring / urban requalification / restoration / rehabilitation / reconversion;</p> <p>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;</p> <p>d. Awareness/knowledge/education/skills enhancement;</p> <p>e. Strengthening / affirmation of local identity and sense of belonging / preservation / encouragement of traditional activities;</p> <p>f. Support for architectural creation (new construction or rehabilitation of the old) to guarantee quality/beauty and build the heritage of the future;</p> <p>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;</p> <p>h. Identification / knowledge / interpretation of heritage;</p>
		Operational Objectives
2. Improvement of the residential space	OO 1.1 Develop a holistic and shared knowledge of heritage resources and their transformative capacities.	<p>i. Conduct participatory inventories including all stakeholders to identify all heritage (built, intangible, natural) / involve stakeholders in research and studies (dedicated platforms) / participatory mapping;</p> <p>ii. Diagnose the state of conservation;</p> <p>iii. Reinterpreting traditional architecture / tradition drives innovation;</p> <p>iv. Interpreting heritage characteristics to organize urban developments in a contemporary logic;</p> <p>v. Create multimedia self-guided tour tools for visitors;</p> <p>vi. Promote heritage values and quality in municipal policies and strategic documents;</p> <p>vii. Train young people in traditional trades and techniques to support heritage rehabilitation projects;</p> <p>viii. Exploit the capacities of evolution intrinsic to the heritage - to <u>make bear fruit the heritage with a contemporary reading</u>;</p>
3. Evolution of mobilities		
4. Adaptation of the built heritage	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.	<p>i. Interpret heritage according to different points of view / diversity of narratives / bring out a common narrative;</p> <p>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;</p> <p>iii. Engage residents in the action;</p> <p>iv. Provide tools available to residents to manage certain projects / competition of ideas / civic engagement tools / citizen actions;</p> <p>v. Dialogue on an ongoing basis to understand changing needs;</p> <p>vi. Involve citizens by making them ambassadors of their community;</p> <p>vii. Develop "schools of citizen participation" through urban projects;</p> <p>viii. 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);</p>
5. Setting up a new governance	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.	<p>i. Create channels/tools for dialogue between heritage experts and urban experts;</p> <p>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;</p> <p>iii. Offer diversified housing (size, status);</p> <p>iv. Welcome diverse populations (socially, economically, culturally);</p> <p>v. Rehabilitate vs. restore = more flexible approach, more respectful of authenticity, less costly;</p> <p>vi. Rebuild / consolidate fragile buildings;</p> <p>vii. Preserve the historic character of heritage public spaces, which strengthens resilience capacities;</p> <p>viii. Fight against the phenomena of gentrification which leads to exclusion.</p>

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Themes	Strategical Axis	Thematics expressed
	AXIS 2: Resilient cities boosted by the enhancement of their heritage resources	<ul style="list-style-type: none"> 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;
1. Transformation of the public space	Operational Objectives	Problematics raised
2. Improvement of the residential space	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.	<ul style="list-style-type: none"> 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;
3. Evolution of mobilities	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.	<ul style="list-style-type: none"> 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 garden, social activities) = reinvigorating stagnant spaces;
4. Adaptation of the built heritage		
5. Setting up a new governance	OO 2.3 Establish urban coherence, both spatial and social, based on the requalification and decarbonation of public spaces for collective uses.	<ul style="list-style-type: none"> 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 <i>Validated and adopted as part of the Québec Roadmap political vision</i>		Elements acquired in Phase 2: Québec Symposium <i>Extracted from the "Delegations Input", not yet validated</i>
Themes	Strategical Axis	Thematics expressed
1. Transformation of the public space	AXIS 3: "Good governance" which brings a systemic approach to the city	<ul style="list-style-type: none"> 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;
	Operational Objectives	Problematics raised
2. Improvement of the residential space	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.	<ul style="list-style-type: none"> 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.
3. Evolution of mobilities	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.	<ul style="list-style-type: none"> 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;
4. Adaptation of the built heritage		
5. Setting up a new governance	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.	<ul style="list-style-type: none"> 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 durations); 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);