

# Action Plan

2022-2024

ADOPTED BY THE GENERAL ASSEMBLY

09.09.2022



OVPM . OWHC . OCPM



# Action Plan 2022-2024

## BACKGROUND

The 2022-2024 Action Plan was adopted at the 25<sup>th</sup> General Assembly of OWHC in Québec (Canada) held during the 17<sup>th</sup> World Congress of the Organization. This is in line with the "Strategy 2021-2025" also adopted during the 25<sup>th</sup> GA. The general objective is to increase the political scope of the Organization and to gather all the experiences of member cities within a collective intelligence, enabling the implementation of innovative approaches in the fields of heritage and urban rehabilitation.

The proposed 2022-2024 Action Plan maintains the structure of previous action plans, capitalizing on activities and programs valued by the members. However, it introduces some novelties:

- a. The strengthening of cooperation and technical assistance programs (point 1).
- b. The implementation of the Québec Roadmap (point 2).

The budget 2023 (in Annex 1) foresees that the Organization's financial reserves will be used for increased operational expenditures related to cooperation and technical assistance programs and the Québec Roadmap.

The 2022-2024 Action Plan includes the following activities and programs:

## ACTION PLAN

### 1. Cooperation and technical assistance programs

The General Secretariat will establish, in coordination with the member cities and the Regional Secretariats, a system for identifying and collecting expertise in order to constitute a pool of experts to be called upon within the framework of assistance and cooperation programmes.

The General Secretariat will also develop a "database"/portal-type tool incorporating, as far as possible, the elements of the existing "Case study" activity (Organization's website) in order to adapt to the needs and opportunities of new cooperation programs and the Québec Roadmap (collection of results and follow-up).

#### 1.1 City2City<sup>1</sup>

The City2City program is used and developed by member cities to help them find solutions to the difficulties they may face in the management of heritage sites or urban planning.

Member cities in good standing can participate, either by providing experts or by requesting the program for their needs. The idea is simple, the approach flexible and realistic: a mission (1 to 3 experts, for a maximum of 3 days) is organized by the General Secretariat. The choice of the origin of the experts and their profiles is discussed between the

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<sup>1</sup> A reference document presenting the criteria and procedure will be made available online by the General Secretariat



General Secretariat, the requesting city and the supplying cities. The program and the preparation of the mission documents will also be prepared in coordination. A report is sent after the mission (diagnosis, recommendations, references of good practices, etc.).

The financing of the mission is shared between the requesting city (e.g.: experts' living expenses), the city of origin of the experts (e.g.: secondment or fees) and the General Secretariat (e.g.: travel).

## 1.2 « Mission2Cities<sup>2</sup> »

This activity, complementary to the City2City program, mainly concerns technical assistance. It is based on the experiences of the cities or on international experiences (in association with external collaborators). At a minimum, it includes two different components:

- a. A component to help cities identify their needs / analyze a situation or establish a diagnosis
- b. A component to develop and implement projects in their territories.

## 2. Québec Roadmap: Towards a "New Urban Project" for the OWHC

The "Québec Roadmap" adopted at the Québec Symposium provides the general direction that the exploration phase of new urban practices will take from 2022 to 2024. The General Secretariat will develop a detailed action plan based on input from the Symposium (for approval by the Board of Directors in the fall of 2022).

The key milestones are as follows:

- An initial "conception" step will make it possible to set up "collaborative networks" based on shared interests and objectives and enable the design of "pilot projects".
- The second "implementation" step will enable to realize the "pilot projects" which could be based on case studies, study visits, or training courses depending on the needs and dynamism of the various collaborative networks.
- The third "evaluation" step will allow us to draw lessons and to decide on the diversity of responses that the OWHC cities can offer thanks to the wealth of expertise thus revealed.

The OWHC will provide support in a number of ways to cities that commit to the implementation of the "Québec Roadmap":

- a. Technical assistance for the preparation and implementation of pilot projects (including as part of a program involving young professionals).
- b. Co-financing of pilot projects.
- c. Facilitating and follow-up of collaborative networks.

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<sup>2</sup> A reference document presenting the criteria and procedure will be made available online by the General Secretariat



### **3. Communication programs**

The communication activities promote the OWHC and its member cities and, by extension, to consolidate its network. Most of the communication programs are well established and will be maintained or updated.

#### **3.1 Solidarity Day of World Heritage Cities**

The Solidarity Day has been celebrated on September 8 since the OWHC was founded on that date in 1993. The purpose is to give World Heritage Cities the opportunity to express their pride in belonging to the network by offering celebrations on a local scale.

So far, the event has not involved specific actions or expenses for the OWHC. However, in line with the intention of Strategy 2021-2025, a specific project will be designed in order especially to provide material which could be used by all members simultaneously.

#### **3.2 Jean-Paul L'Allier Prize for Heritage**

The award recognizes exemplary cultural heritage conservation projects of member cities; their resilience; community mobilization, i.e., the involvement of local partners; the tangible impact of the projects on the community; and the lessons that the international community can learn from them.

#### **3.3 International Video Production Competition**

The International Video Production Contest invites young people aged 14 to 17 and 18 to 21 living in one of the OWHC member cities to produce a video of up to 5 minutes on a World Heritage City. It encourages young people to present their vision of World Heritage. Videos are evaluated on originality, content, and quality.

Since it is well known and appreciated by OWHC members, the competition will now be held every year, starting with the 2022-2023 edition.

#### **3.4 Youth on the Trail of World Heritage**

Youth on the Trail of World Heritage is a program that pairs schools in World Heritage cities to introduce young people between the ages of 15 and 18 to the concept of "common heritage of humanity." The young people begin by discussing the heritage of their respective cities through social networks and other accessible means of communication. The OWHC then encourages the students to take a study trip to their twin city to complete the exchange, providing a grant to the groups whose virtual exchange was most successful.

Before launching the next edition, the General Secretariat will send a survey to the cities that have participated in the last editions, with the aim of analyzing, developing, and improving the project.



### 3.5 Communication strategy

In June 2020, the OWHC adopted a Communication Plan and Digital Strategy. To this end, the Organization hired a Communication and Visibility Project Officer tasked with applying the digital strategy to the Organization's daily communications and with exploring ways to update and improve it according to the new directions proposed by the General Secretariat.

## 4. Regional Secretariats

The Regional Secretariats play an important role within the OWHC. Not only are they intermediaries between the member cities and the General Secretariat, but they offer a wide range of activities and programs at the regional level that meet the needs of their respective member cities. Their collaboration with the General Secretariat will be intensified.

### 4.1 Financial contribution

The financial contribution equivalent to 23% of the membership fees to the Regional Secretariats is to be maintained in order to facilitate their activities and programs.

### 4.2 Regional Conferences

Regional conferences are organized every two years by each of the Regional Secretariats. These are forums for discussion of regional issues.

### 4.3 Coaching

In order to strengthen links and cooperation with the Regional Secretariats, the General Secretariat will offer newly constituted Regional Secretariats and newly appointed Regional Coordinators a coaching program. This could take the form of regular and frequent virtual meetings to guide and support coordinators in their new tasks and/or a one-week work trip to the General Secretariat in Québec City, with all costs covered by the OWHC.

## 5. Network of international partners

A number of memoranda of understanding are up for renewal. It is, however, important to negotiate these renewals or new partnerships in relation with the medium- and long-term objectives of the Organization. Political and financial partnerships are needed in order to sustain the activities of the OWHC and in particular the technical cooperation projects.

After the Congress and the progress of the pilot projects (2023), the Organization will be in a better position to identify its priorities and negotiate such partnerships. In the first instance, the OWHC's international partners will be informed of the Organization's development prospects and will be invited to participate in this development, if necessary, mainly during the preparatory phases of the Congress.



The General Secretariat will continue to be attentive to opportunities that may arise in terms of collaboration with partners, insofar as these possible projects will contribute to the objectives of the Organization.

## **6. Development of OWHC resources**

The overall objective of Strategy 2021-2025 is to give the Organization the means to access new financial resources. By increasing its resources, the OWHC will be able to consider projects on a larger scale and access more advantageous partnerships. The question of the development of financial resources also arises in the shorter term and in a complementary manner.

### **6.1 Membership**

The General Secretariat will aim to retain current members and invite new cities to join the Organization, thereby sustaining the current primary source of revenue and possibly expanding it somewhat. A targeted strategy will be developed to broaden the base of member cities in good standing.

Member cities will be asked to think about and propose ideas for additional financial support for the Organization. Different avenues, such as a higher annual contribution (which has not been increased since 2010) and an offer of service in terms of time and personnel to manage certain projects could be explored.

### **6.2 Additional resources**

The General Secretariat will explore all possibilities for obtaining government or international grants. The limited successes in the past indicate that these sources of funding are not sustainable and are often tied to one-off ventures.

### **6.3 Access to external funds**

The positioning of the Organization in relation to international urban issues, which will be reflected in the "New Urban Project" of the OWHC by 2024, is based on the assumption that the Organization's stance will facilitate access to external funding. This objective depends on the capacity of the OWHC to propose original projects and to implement them. The application to international programs (European Union, Development Banks, etc.) requires specific skills that will have to be acquired in the long term.

## **7. 17<sup>th</sup> World Congress of the OWHC**

### **7.1 The World Congress**

The 17<sup>th</sup> World Congress of the OWHC will take place in Cordoba (Spain) in 2024 (date to be defined). It will enable mayors, elected officials, and municipal experts to meet again after two years of working on the implementation of the Québec Roadmap. This work will make it possible to identify best practices and to outline the OWHC's "New Urban Project," proposed for adoption at the 17<sup>th</sup> World Congress of the OWHC.



## 7.2 Loyalty Reward Program

In keeping with its strategy of supporting OWHC members and the tradition of biennial World Congresses, the General Secretariat will offer a financial contribution to members to attend the 17th World Congress.

In accordance with the usual rules, member cities in good standing (2022, 2023, 2024 membership fees paid in full) will be able to apply, in due course and according to the established criteria, for the Loyalty Reward Program for the 17<sup>th</sup> World Congress of the OWHC by sending a request for contribution to the General Secretariat.



ANNEX 1 - BUDGET 2023

QUE/AG/22/19

Organization of World Heritage Cities  
2023 and 2022 Budget

|  | Budget<br>2023   | Budget<br>2022   |
|--|------------------|------------------|
|  | \$               | \$               |
| <b>Revenues</b>  |                  |                  |
| Grants   |                  |                  |
| Government of Québec   |                  |                  |
| Ministère des Relations internationales et de la Francophonie  | 40,000           | 40,000           |
|  | <u>40,000</u>    | <u>40,000</u>    |
| Services and goods provided, free of charge  |                  |                  |
| City of Québec   | 18,200           | 18,200           |
|  | <u>18,200</u>    | <u>18,200</u>    |
| Membership fees of member cities and observer members in good standing   | 625,000          | 625,000          |
| Financial income   | 75,000           | 70,000           |
| Other incomes  | 5,750            | 5,750            |
|  | <u>700,000</u>   | <u>700,750</u>   |
|  | <u>758,200</u>   | <u>758,950</u>   |
| Administrative expenses  |                  |                  |
| Salaries and employee benefits   | 575,000          | 650,000          |
| Moving   |                  | 2,000            |
| Subcontractors - Translators   | 20,000           | 30,000           |
| Subcontractors - Other   | 5,000            | 17,000           |
| Rent provided free of charge   | 18,200           | 18,200           |
| Training   | 8,000            | 8,000            |
| Travel and representation  | 50,000           | 30,000           |
| Communications - Postal mail   | 2,500            | 2,500            |
| Telecommunications   | 3,500            | 3,500            |
| Office and computer supplies   | 5,750            | 5,750            |
| IT (Equipment maintenance - Update - Support - Programming)  | 16,000           | 16,000           |
| Graphic design   | 5,000            | 5,000            |
| Promotion, advertising and communication   | 10,000           | 25,500           |
| Professional fees  | 12,000           | 30,000           |
| Rent   | 5,000            | 5,000            |
| Loss (gain) on foreign exchange  | 20,000           | 22,500           |
| Insurance  | 2,500            | 2,500            |
| Depreciation office equipment  | 500              | 500              |
| Depreciation computing equipment   | 5,000            | 4,500            |
| Depreciation software  | 500              | 500              |
|  | <u>764,450</u>   | <u>878,950</u>   |
| <b>Deficiency of revenues over expenses before the use of internal restrictions</b>  | <b>(6,250)</b>   | <b>(120,000)</b> |
| Use of internal restrictions   |                  |                  |
| Operating expenses   |                  |                  |
| Regional Secretariats  |                  |                  |
| - 23% of the total amount of contributions   | 143,750          | 143,750          |
| Congress of Québec, Canada   |                  |                  |
| - Expenses for members of the General Secretariat during the 2021 World Congress   |                  | 2,500            |
| - Participation of the Regional Coordinators at the 2021 World Congress  |                  | 62,500           |
| - Congress - Loyalty Rewards Program or Financial support for participants from OWHC cities that have paid 3 consecutive years and contributed, by different means, to the preparatory phase of the World Congress |                  |                  |
| - Scientific phase of the Congress (Experts' fees - Fees or travel - Specialists)  |                  | 20,000           |
| - Cities having participated in workshops  |                  | 132,000          |
| - Flagship cities  |                  | 64,800           |
| - Other (requests for financial contributions on a case-to-case basis)   |                  | 37,000           |
| - "On the Road to Quebec" online workshops (Experts- Fees - Translation - Interpretations)   |                  | 30,000           |
| - 30 <sup>th</sup> Anniversary of the OWHC   | 5,000            | 5,000            |
| Urban Heritage Cooperation Program   |                  |                  |
| - City2City ("The OWHC Grants" former program)   | 25,000           | 20,000           |
| - Experts Pool (Mobilize the expertise of member cities)   |                  |                  |
| - Experts2Cities   | 25,000           | 20,000           |
| Hoja de ruta de Québec   | 200,000          |                  |
| Communication Programs   |                  |                  |
| - Solidarity Day of World Heritage Cities  | 1,000            | 1,450            |
| - The Jean-Paul-L'Allier Prize for Heritage  |                  | 8,000            |
| - International Video Production Competition   |                  |                  |
| - Award for 14-17 years old  | 1,500            |                  |
| - Award for 18-21 for years old  | 3,000            |                  |
| - Youth on the Trail of World Heritage   | 8,000            | 8,000            |
| Ad hoc projects  | 26,500           | 35,000           |
| Restrictions financed to Changes in Net assets   | 438,750          | 590,000          |
| <b>Deficiency of revenues over expenses</b>  | <b>(445,000)</b> | <b>(710,000)</b> |