

Symposium on the Habitability in Historic Centers

Towards a New Urban Project (2022-2026)

17TH WORLD CONGRESS OF THE OWHC, CORDOBA (SPAIN)
SEPTEMBER 24 TO 27, 2024

Symposium Workbook



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PREAMBLE

This document is a guide for participants in the *Symposium on the Habitability in Historic Centers*, which is being organized as part of the 17^o OWHC World Congress (Cordoba, Spain, September 24-27, 2024).

The *Symposium Workbook* summarizes the essential elements for understanding the *Symposium's* objectives and proceedings, and gives participants the opportunity to prepare for and actively take part in the various working sessions.

Throughout the Symposium (see [APPENDIX 1](#) for the Program), in addition to taking part in the workshop sessions, participants will be encouraged to comment on or contribute to the discussions via the virtual tools made available to them. The General Secretariat of the OWHC is keen to gather all possible contributions, comments, suggestions, proposals, etc., in order to enrich the expected results and feed the rest of the process. The General Secretariat and Advisory Board experts will be available to answer participants' questions (see [APPENDIX 2](#)). The Collaborative Network Coordinators, representing the Roadmap's pilot cities, will also be on hand to provide guidance for session 2 of the Symposium, on the morning of September 26.

CONTEXT

The *Symposium on the Habitability in Historic Centers* is the second major step in a process launched in 2022 to strengthen the political character and operational capacity of the Organization.

At the outset, the member cities made a lucid and implacable observation (16^o World Congress, Quebec City, Canada, September 4-9, 2022): The combination of current crises, exacerbated by climate change, is creating complex situations that require us to renew our ways of managing cities, and World Heritage cities in particular. The political vision that emerges from this observation revolves around the following convictions:

- As the cradles of our cities, historic districts have forged their identities. As a living entity, the historic city must continually adapt to remain the foundation for the future development of the entire urban area
- Interventions in these areas must preserve and revitalize all the functions that must coexist there to make them attractive living environments
- Their evolution in the modern world must respect the idea that the city is made for habitability and that their heritage is an irreplaceable resource for ensuring a good quality of collective life
- Local governments need to create and maintain a permanent dialogue with all those involved in city planning.

Against this backdrop, the member cities have set themselves the goal of equipping the OWHC with a *New Urban Project*. This tool will help cities to implement new practices and strategies that reconcile "*the human, the urban and the environment*" to adapt their historic centers to the mutations underway.

To kick-start the process, the *Québec Roadmap* was launched on November 1, 2022. This activity created a participative engineering process, unprecedented for the Organization, which enabled some 50 member cities to learn from each other and engage in wide-ranging reflection on various *Thematics* within the framework of 12 *Collaborative Networks* (see [APPENDIX 3](#) - Activity Report).





SYMPOSIUM

The aim of the *Symposium on the Habitability in Historic Centers* is to share the experience of the *Québec Roadmap* with all member cities, explain the long-term implications of the approach and convince as many cities as possible to contribute to the next stage. The Symposium will be an ideal opportunity to work together and lay the concrete foundations for activities to be led in 2025–2026.

Various media will circulate information about the work carried out so far, and interactive technology will ensure that all participants can comment on what is being discussed or contribute different insights at any time. Feedback from one session to the next will punctuate the intellectual journey and ensure that contributions are taken into account for the benefit of collective reflection.

The specific objectives of the *Symposium* are as follows:

1. Broaden consensus among member cities on the *political vision* and added value of the approach, and on the need to continue and complete the political and operational evolution of the OWHC.
2. Draw up a provisional assessment of the *Québec Roadmap* in terms of mobilization and commitment of member cities, transformation of modes of cooperation and reflection, sharing of intellectual and technical advances, and finally proposals for concrete actions that can be implemented in the field.
3. Adopt the form and content of the work still to be done to lead the OWHC towards the adoption of its *New Urban Project* (18th World Congress of the OWHC in 2026) and motivate even more member cities to take part in the activities.

The intellectual journey proposed for the Symposium is made up of the following moments:

SESSION 1: POLITICAL REVIEW OF THE QUÉBEC ROADMAP

Since the launch of the *Québec Roadmap*, the *Mayors' Panel* has been the guarantor of the "political command" guiding the approach. In light of the work carried out thanks to the intense involvement of member cities, the *Mayors' Panel* has adopted a *Manifesto* (see [APPENDIX 4](#)). It calls for sustainable, dynamic tools and actions to ensure heritage preservation and meet the needs of historic centers in terms of housing, the environment, employment, services and transport. Four main *Issues* outline the original and bold contribution that OWHC member cities should make to the changes underway:

- Adapting cities to climate change and reducing its impact
- Capitalizing on the ability of historic districts to reinvent themselves
- Enhancing the features that make the livability of the heritage city
- Promoting heritage as an essential resource for sustainable development

With this in mind, the *Mayors' Panel* focused on four *Strategic Axes*:

1. **Requalify the Habitat**, develop a housing offer that complements what already exists in the city as a whole, and manage other uses (commercial, tourism, etc.) to retain existing residents or attract new ones.
2. **Refresh the city**, by preserving nature where it exists, associating interventions with the presence of water and greening or renaturing public spaces to reduce "heat islands".



3. **Transform mobility** by replacing automobile traffic with other modes of travel, supported by an efficient, eco-responsible network of public and active transport, offering alternatives for better access and circulation within historic centers, and the opportunity to reclaim public spaces for other uses.
4. **Regenerate the urban environment** by drawing on heritage, in the broad sense of tangible and intangible assets, which is an irreplaceable resource to be exploited to reinvent the functionality and integrity of damaged urban fabrics, "revitalizing" them within a historical logic that guarantees the city's identity and potential.

For the *Panel of Mayors*, the particular orientation proposed by the *Strategic Axes*, what unites and links them together, is explained by the concept of *Habitability*. A strategy of urban transformation and improvement based on *Habitability* is indeed based on the pre-eminence given to the conservation and development of habitat, the social role of public spaces, and the fundamental responsibility to inscribe urban evolution in the historical continuity of the city, with the human being at the heart of all action.

SESSION 2: HABITABILITY WORKSHOPS

Objective and deliverables

The aim of the Session 2 workshops is to prioritize courses of action. This prioritization represents a further step in the ongoing process. From the 92 Courses of action listed in the *Collaborative Networks'* Progress Reports, the General Secretariat has extracted 38 (8-10 per *Strategic Axis*) to be used in the working table discussions (see [APPENDIX 5](#)). These "Priority courses of action" have been selected because they shed light on the notion of *Habitability*, and because they are likely to be used for further processing within the framework of the *Cordoba Roadmap* (2025-2026): they will help to reinforce the operational dimension of the approach insofar as they indicate clear fields of intervention for developing projects that can be costed and carried out within the framework of the *New Urban Project*.

The four parallel workshops will be organized by *Strategic Axis*. The working tables of each workshop will develop the collective dimension of the reflection and contribute to moving it forward towards proposals and the implementation of concrete actions in the field. They are invited to :

- Prioritize courses of action - or identify the top 2-3.
- Explain the reasons for their choices, in a few words, using at least one of the following three criteria:
 - a. The courses of action open up concrete perspectives for resolving a particular situation (why develop this course of action).
 - b. The courses of action will make a clear contribution to *Habitability*.
 - c. The courses of action will have a positive/innovative impact on the implementation of the *Strategic Axis*.

At the end of each workshop, the order of priority of the courses of action expressed virtually (tool provided during the workshop), will be visualized live on screen. A "spokesperson" from each work table will explain (5 minutes) the reasons for the collective choice. These results will be used directly for discussion during Session 3 of the Symposium.

SESSION 3: WORKSHOP ON THE NEW URBAN PROJECT

Part 1: The Advisory Board will lead a panel discussion to interpret the results of session 2 and clarify how the concept of *Habitability* informs and enriches thinking on the *New Urban Project* insofar as it:



- Is perceived as a condition with great potential for urban transformation and revitalization.
- Introduces the intangible values of heritage as the foundation on which to build change.
- Gives residents a predominant and active role in project design and management processes.
- Trigger synergies between the *Strategic Axes*.

Part 2 - Workshop: Objectives and deliverables

In addition to the concept of *Habitability*, the workshop in Session 3 will address other aspects highlighted by the *Collaborative Networks* that characterize the *New Urban Project*, which appears as:

- A change of culture in which heritage is seen as a resource to be exploited
- A change of attitude towards urban interventions, which must offer faster and better action to respond effectively to the issues at stake
- A decompartmentalization of approaches broadening the perspectives of action on the city
- Overcoming structural difficulties to release potential and create original synergies
- A mechanism that gives cities a greater guarantee of success in realizing their visions for the future.

The working tables will discuss in open sessions what these ideas imply in terms of method, operational approach and frame of reference. They will help to draw up a list of points to watch out for, which will be taken into account in establishing the form and content of the *Cordoba Roadmap* (2025-2026) and thus contribute to building the legitimacy of the *New Urban Project* and making it a central element of the OWHC's identity:

- a. What are the conditions required to ensure the continuity of the participatory engineering approach implemented in the framework of the *Québec Roadmap*?
- b. What are the conditions for developing an operational approach based on priority courses of action?
- c. What are the conditions for integrating the *New Urban Project* into municipal strategies?

SESSION 4: CONCLUSIONS - CORDOUE ROADMAP

At the end of the Symposium, the *Mayors' Panel* will be asked to endorse the proposals for the next stage of the process. The aim is to develop the operational framework created in Quebec City, and to continue the reflection process, extending it to a larger number of cities and *thematic* areas. The final objective is to design the *New Urban Project* for adoption at the 18^e OWHC World Congress in 2026, which will complete the political and operational evolution of the Organization.

The conclusions of the *Symposium* will be presented in the form of proposals to the 27^e OWHC General Assembly (Action Plan 2025-2026) to be held on the afternoon of September 27.



APPENDIX 1: PROGRAM

	MONDAY, 23 SEPTEMBER	TUESDAY, 24 SEPTEMBER	WEDNESDAY, 25 SEPTEMBER	THURSDAY, 26 SEPTEMBER	FRIDAY, 27 SEPTEMBER
All day		Inscriptions <i>Congress Palace</i>	<i>Congress Palace</i>	<i>Congress Palace</i>	<i>Congress Palace</i>
Morning	Free time	Touristic visit	Opening of the 17 th World Congress	Symposium Session 2 Technical assessment of the Quebec Roadmap Plenary • Introduction to the Strategic Axes 4 parallel workshops - divided by Strategic Axis • Presentation of the Collaborative Networks' results • Working tables: prioritization of Courses of action	Symposium Session 4 Conclusions Plenary • Symposium results • Mayors' panel: proposals for action • Points of view of institutional guests • Conclusion
		Field visits Introduction to the 4 strategic axes on the habitability of historical centers	General Assembly • Report from the OWHC President • Administrative aspects • Presentation of candidacies to the Board of Directors and Host City 2026		Presentation of candidacies for the Presidency
Noon	Free time	Lunch <i>Congress Palace</i>	Lunch <i>Congress Palace</i>	Lunch <i>Congress Palace</i>	Lunch <i>Congress Palace</i>
				Vote for the members of the Board of Directors and host city of the 2026 congress	
After-noon	Registration <i>Congress Palace</i>	Free time	Symposium Session 1 Political assessment of the Quebec Roadmap Plenary • Introduction to the Symposium • Mayors' panel • Preamble to habitability	Symposium Session 3 Workshop on the New Urban Project Plenary 1 • Reporting on Session 2 • Habitability in storytelling Plenary 2 • Introducing the New Urban Project • Working tables: New Urban Project	General Assembly • Vote for the Presidency • Adoption of the 2025-2026 Action Plan and budget • Announcement of the Host City for the 18 th World Congress in 2026 • Closing of the 27 th General Assembly
		57 th Board of Directors' meeting (reserved to Board members)	Regional Meetings		
Evening		Opening Ceremony with concert <i>Mosque-Cathedral</i>	Dinner <i>Bodegas Campos</i>	Spanish dance show <i>Door of the Puente Romano</i> Dinner: <i>Torre de la Barca</i>	Closing Ceremony and Dinner <i>Círculo de la Amistad</i>
		Dinner <i>Alcázar de los Reyes Cristianos</i>		• Announcement of elected members of the Board of Directors • Declaration of candidates for the presidency	Drone show <i>Puente Romano. Acera del Río.</i>

APPENDIX 2: OWHC SYMPOSIUM TEAM



SYMPOSIUM OWHC TEAM



XVII
Congreso Mundial de la OUPM
World Congress of the OWHC
Congreso mundial de l'OVPM
Córdoba - España
24 - 27 SEPT. 2024

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APPENDIX 3: ACTIVITY REPORT (NOVEMBER 1, 2022 - SEPTEMBER 1, 2024)

Québec Roadmap

Launched on November 1, 2022, the *Québec Roadmap* created and tested the operational framework for an innovative collective approach to developing the *New Urban Project*:

1. 23 cities (participating cities) have made an official commitment through a declaration from their mayors: Angra do Heroísmo (Portugal), Bordeaux (France), Brugge (Belgium), Brussels (Belgium), Cidade Velha (Cape Verde), Colonia del Sacramento (Uruguay), Cordoba (Spain), Krakow (Poland), Cuenca (Ecuador), Dubrovnik (Croatia), Évora (Portugal), Marrakech (Morocco), Morelia (Mexico), Puebla (Mexico), Quebec (Canada), Querétaro (Mexico), Regensburg (Germany), Split (Croatia), Strasbourg (France), Tunis (Tunisia), Warsaw (Poland), Vilnius (Lithuania), Xochimilco (Mexico). These cities are joined by those associated with the Regional Secretariat for Southern Europe and the Mediterranean (SRESM).
2. The number of cities involved confirms both the relevance of the operational objectives pursued by the OWHC since the Quebec City Congress, and the willingness of member cities to seek other forms of cooperation.
3. The Roadmap is indeed at the service of a political vision and responds concretely to situations widely shared by the participating cities. The issues raised by these situations became clearer as the process unfolded.
4. The cities have mobilized their expertise and set up inter-departmental consultations involving various municipal departments (urban planning, heritage, green spaces, mobility, etc.).
5. By combining the principles of communities of practice and the concept of participatory engineering, the Québec Roadmap offers a method for developing, and ultimately implementing, integrated solutions that meet the needs of OWHC member cities for urban management in general and the preservation of historic centers in particular. Systematic application of the method has laid the foundations for a wide-ranging reflection process:
 - Description of the main situations and concerns experienced by the cities in relation to the issues at stake.
 - Identification of 31 thematic issues raised by these situations.
 - The prioritization of 12 of them, presented at 7 Round Tables organized between June 2023 and April 2024. Taken together, the themes identified by the cities so far provide an ambitious "panorama" that constitutes the preferred framework for the collective work to be carried out by the Collaborative Networks:
 - Greening public spaces to refresh the city (Bordeaux)
 - Intangible heritage as a resource for urban regeneration (Brugge)
 - Protecting and strengthening the residential function of historic city centers (Brussels)
 - Raising awareness and disseminating heritage information to the local community (Colonia del Sacramento)
 - Greening of public spaces (Krakow)
 - Irregular architectural interventions that diminish heritage values (Cuenca, EC)
 - Traffic control in the buffer zone of the World Heritage Site (Dubrovnik)



- Regenerating the historical fabric by preserving, promoting and understanding heritage (Marrakech)
 - Protected buildings in a state of disrepair (Morelia)
 - Requalifying the historic center through an active mobility model (Puebla)
 - Calmed mobility: Designing and sharing streets between different users and modes of travel (Quebec)
 - Traditional crafts and know-how for heritage preservation (SRESM)
- The creation of 12 collaborative networks piloted by the same number of cities (Bordeaux, Brugge, Brussels, Colonia del Sacramento, Krakow, Cuenca, Dubrovnik, Marrakech, Morelia, Puebla, Quebec and SRESM).
 - A total of 50 cities took part, with 27 "followers" in addition to the 23 participating cities: (Aranjuez, Baeza, Bridgetown, Budapest, Cáceres, Cuenca (ES), Elvas, George Town, Guanajuato, Gyeongju, Harar, Ibiza, Kandy, Luxembourg, Mexico, Nice, Porto, Quito, Rhodes, Riga, San Antonio, Segovia, Sintra, Tarragona, Tunis, Vienna, Visby).
 - 40 webinars and 5 international workshops held in Bordeaux, Brussels, Porto, Marrakech and Puebla, with progress reports produced for each of the Collaborative Networks.
 - Development of a dedicated microsite.
6. The dynamic developed by the Roadmap is already an innovative participative engineering tool for the OWHC:
- It proposes a process of collective reflection that implements the notion of learning through action, collaboration and the pooling of expertise;
 - It is based on the principles of communities of practice: They bring together cities that share a desire to work together on thematic areas of common interest. They encourage participative learning, in which members can exchange knowledge, ideas and best practices;
 - It fosters dialogue and ensures recognition of the importance of involving everyone in the design and implementation of the process.
7. The Roadmap has benefited from the involvement of various monitoring bodies:
- The Mayors' Panel provided political oversight for the entire process - it met in October 2023 and April 2024;
 - The Scientific Committee, made up of experts from the participating cities, helped to establish a rigorous and efficient methodology, adapted to the constraints of the municipal teams, so as to ensure that they were only called upon for the essential and to obtain only the data and contributions useful to the process;
 - The Advisory Board, made up of three international experts, assisted the General Secretariat throughout the process, and in particular with the organization of the Symposium on the Habitability of Historic Centers.
8. Mayors' Panel - October 13, 2023, April 14, 2024

The Mayors' Panel met twice:



- Brussels on October 13, 2023. At this meeting, to which representatives of the main international organizations/institutions were invited, the mayors :
 - Adopted the "Manifiesto", which reinvigorates the political ambitions pursued (see Panel report, link below).
 - Validated the proposed conceptual and strategic revision of the issues addressed in the Roadmap.
- April 30, 2024 (virtual meeting). Referring to the Manifiesto and in light of the results of the Québec Roadmap, the Mayors' Panel affirmed that Habitability integrates all aspects of their political vision, and that it constitutes the main orientation, carrying a great potential for urban transformation and dynamization that can concretize the common ambitions of the OWHC cities. Habitability is structured around the following four strategic axes, to which the cities have already assigned courses of action:
 - Requalify the habitat
 - Refresh the city
 - Transform mobility
 - Regenerate the urban environment

The decisions taken at this meeting set the framework for the Cordoba Symposium on the habitability of historic centers (17th World Congress of the OWHC, Spain, September 24-27, 2024).



APPENDIX 4: OWHC MAYORS' MANIFESTO

Mayors' Panel, Brussels, October 13, 2023

Québec Roadmap

1. At the 16th World Congress of the Organization of World Heritage Cities (OWHC), held in Quebec City in September 2022, we Mayors emphasized the extent to which the combined effects of climate, economic, and social crises are exerting considerable pressure on urban environments, which are particularly vulnerable due to their historical and heritage dimensions.
2. Faced with the scale of the changes underway, but also with the consequences of the increasingly frequent natural disasters and armed conflicts to which our cities are also subjected, compromising the integrity of their heritage and leaving deep scars within communities, we need to consider other ways of acting and new urban practices.
3. We are convinced that the city is first and foremost a place to live, work, socialize, cultivate, build community, and open up to others. The city, as a living entity in constant transformation, is the bearer of a future that must guarantee a quality living environment as well as the sustainability of the cohesive and inclusive societies to which we aspire.
4. We have therefore committed the OWHC to an innovative process, known as the "Roadmap," which will enable us to collectively build a strategy for joint action. In the long term, it will consolidate the leading role that our cities can and must play in the search for solutions that we are determined to implement concretely, rapidly, and effectively.
5. Our aim is to take action to create more sustainable, resilient, and liveable cities. Ultimately, we want World Heritage Cities to help reduce carbon emissions, preserve biodiversity, and create healthy, peaceful urban environments by promoting a new generation of holistic, integrated projects. These projects should focus on the efficient use of local resources, the renovation of existing infrastructures, the retention of existing populations, the reduction of car use in cities, the creation of attractive public spaces, the promotion of social diversity, the stimulation of economic activity, and the revitalization of existing urban areas.
6. We are therefore calling for our cities to make a bold, original contribution to reconciling the human, the urban, and the environmental. From this perspective, heritage, in the broad sense of the tangible and intangible assets accumulated over the course of history, is an irreplaceable resource. It enables the city to reinvent itself within a framework of "regenerative development," in a historical continuity and logic that guarantees its identity and potential.
7. Convinced that the preservation of heritage, its integrity and authenticity, is inseparable from our vision of modernity, we are determined to move forward, together, and apply an original heritage approach to the urban developments to come. The elected representatives of OWHC member cities are committed to preserving and safeguarding their heritage, and are attentive to the application of heritage regulations, which must evolve in line with the need to adapt to climate change. The "Roadmap" will enable us to learn from each other, share our experiences, and support each other within the unique political network that is the OWHC. The future implementation of innovative urban projects will have to take place within the framework of renewed partnerships with key international players, which will enable our projects to achieve their goals and reach their full magnitude.



APPENDIX 5: SESSION 2 - PRIORITY COURSES OF ACTION

Symposium on habitability in historic city centers

STRATEGIC AXIS 1: REQUALIFY THE HABITAT

Requalify the habitat and prioritize residential functions, by implementing operational and regulatory processes capable of improving the quality of existing buildings, developing a housing offer that complements what already exists throughout the city, considering and managing other uses (commercial, tourism, etc.) in terms of maintaining existing residents or attracting new ones.

1. Support, advise and incentivize homeowners to renovate their property.
2. Locate non-occupant owners and make them aware of the importance of making their homes available for permanent occupation.
3. Require owners to transfer their property if they refuse to carry out the necessary work on a threatened historic building.
4. Make it more difficult and less profitable to convert buildings in the historic center into tourist accommodation.
5. Acquire disused historic buildings and transform them into housing and citizen services.
6. Implement integrated projects on a block scale.
7. Open up residential neighborhoods by improving active transportation and public transit links.
8. Adapt the supply and type of amenities, services and housing to the needs of the population.

STRATEGIC AXIS 2 - REFRESH THE CITY

Refresh the city by greening or rewilding public spaces, combined with the presence of water, i.e. preserving nature where it exists and planting wherever possible, to reduce "heat islands".

1. Interpret the notion of heritage site integrity and authenticity in terms of contemporary needs.
2. Analyze and inventory subsoil elements, soil quality and water resources before greening.
3. Develop knowledge of plant species and their ability to adapt to local characteristics and uses.
4. Exploit the hydrographic network to complement green corridors.
5. Set up ephemeral or alternative greening interventions and "blue infrastructures".
6. Define the economic value of vegetation in the city.
7. Develop dialogue between various local stakeholders in a variety of spaces.
8. Coordinate interdisciplinary work between municipal departments (heritage, vegetation and climate resilience, public works, urban planning, etc.).
9. Involve citizens and engage discussions on the scale and nature of the necessary compromises.
10. Develop monitoring indicators and criteria for measuring success.

STRATEGIC AXIS 3: TRANSFORM MOBILITY

Transform mobility by replacing automobile traffic with other modes of travel, supported by an efficient network of eco-responsible public and active transportation systems offering alternative access to historic centers and internal circulation. Public spaces reclaimed for other uses are used for urban development that contributes to housing and increases the number of "cool islands".



1. Reduce the space dedicated to cars in favor of soft mobility.
2. Document users' travel behavior and habits (origin, destination, modes, schedules, purposes).
3. Regulate motorized access (tourist buses, cars, etc.) to the historic center.
4. Give residents priority for parking in the historic center.
5. Centralize visitor parking on the outskirts of the historic center.
6. Develop active mobility and accessible, safe and comfortable public transportation.
7. Involve citizens in the design of mobility strategies.
8. Make essential services accessible without the need for a car.
9. Ensure a complete and affordable food offer in the historic center.
10. Develop monitoring indicators and criteria for measuring success.

STRATEGIC AXIS 4 - URBAN REGENERATION

Regenerate the urban environment by drawing on heritage, in the broad sense of tangible and intangible assets, as an irreplaceable resource to be exploited to reinvent and "restore" the functionality and integrity of damaged urban fabrics, "revitalizing" them within a historical continuity and logic that upholds the city's identity and its residents' quality of life.

1. Integrate awareness of a shared heritage to fuel a vision and the implementation of a global strategy for the city.
2. Identify the elements and values of intangible heritage that contribute to collective identity.
3. Work on historic buildings, reinterpreting the values, skills and know-how they embody in the light of contemporary needs.
4. Reintegrate the historic building into its environment and community.
5. Gradually decide on the use of a restored historic building within the "heritage community".
6. Map extant traditional local building techniques and craftsmen, skills and trades.
7. Ensure that public procurement for work on heritage buildings is awarded to qualified craftsmen.
8. Develop the digital experience of heritage.
9. Develop dialogue between the many local stakeholders in a variety of spaces.
10. Develop monitoring indicators and criteria for measuring success.