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XVIth World Congress of the OWHC
XVI^o Congreso Mundial de la OCPM
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l'accent
d'Amérique

Proceedings

of the 16th World Congress of the
Organization of World Heritage Cities

Enhancing Livability in World Heritage Cities



Proceedings

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When it was possible to do so, these transcriptions were translated in order to provide a wider dissemination of debates and knowledge.

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Message from the Secretary General

The OWHC’s World Congresses have always been important moments for the Organization. They are at the same time windows, through which the OWHC draws new energy by bringing together its members from all over the world, and showcases, which enable the OWHC to present itself to the international community in an atmosphere of serenity and security. Over the course of the Congresses, the debates have been enriched by thematic work. Gradually, they have shaped the identity of the OWHC and helped it grow.

Although the pandemic temporarily thwarted this well-established path, it has not prevented the expression of new expectations, quite the contrary. We are now aware that the world is changing, that the planet is suffering, and that World Heritage Cities are at the forefront of the efforts to be made. New challenges have emerged on our agenda and inevitably, we had no choice but to face them.

The City of Québec has proven to be determined and generous in its readiness to host the 16th World Congress of the OWHC, despite successive postponements. Uncertainty as to its feasibility, when the pandemic finally took a back seat, weighed on the organization process. Travel constraints also thwarted too many intentions to participate. But the Congress did take place. It offered, at a key moment, the possibility to meet again, to revive the network in its original format, allowing contact, exchange, and finally, the invention of new orientations.

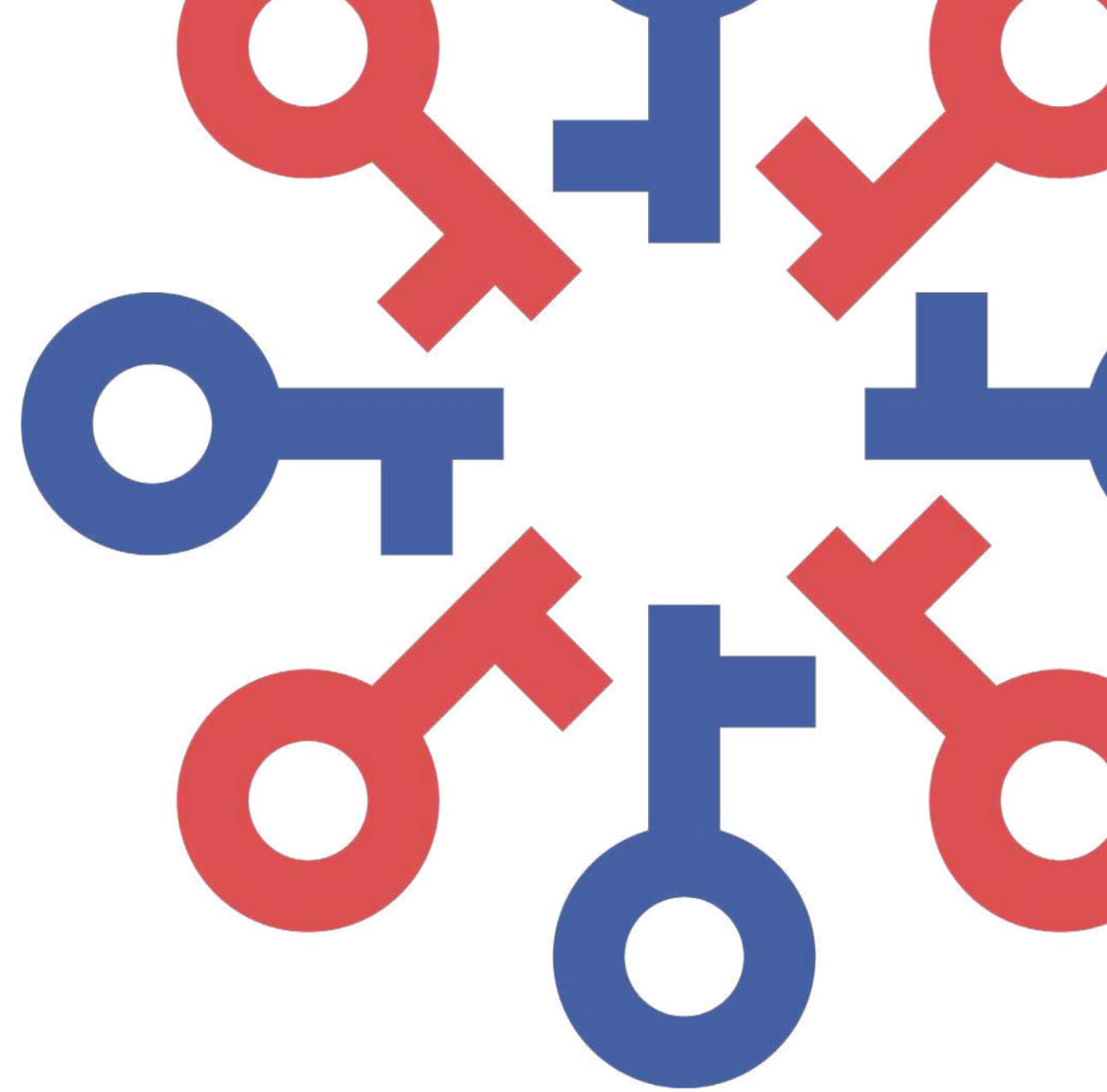
The Québec Congress was designed to launch a new phase in the history of the OWHC that will enable the Organization not only to seize the opportunities offered to it, but also to assume the responsibilities incumbent upon it. The 16th World Congress was structured in such a way as to give mayors and elected officials their rightful place, which is what makes the OWHC special. It emphasized the importance of political discourse; it enabled participants to express a shared vision through the affirmation of common objectives and the mobilization of the expertise of its members. The Québec Congress consolidated the role that the OWHC can play in helping its members and in proposing an original urban approach that provides solutions to the climate emergency and the crises that compromise the development of World Heritage Cities and the preservation of their heritage assets.

It is fortunate that the OWHC can today assert itself as a solid, unique tool, supported by the will of its mayors and elected officials, rich in multiple centuries of experience made manifest by its heritage, and constantly reinvented thanks to the managers, specialists, and experts who work tirelessly in their respective cities.

The success of the Québec Congress and the conclusions outlined in these proceedings speak for themselves. They open up great prospects for us, and therefore also propel us forward. Increasingly, World Congresses will be indispensable political moments to chart and secure our course as we advance and succeed. The Québec Congress has provided us with a timely Roadmap that will allow us to work intensively in the years between World Congresses with concrete actions and operational structures. Our Action Plans will highlight the collective expertise of the Organization. They will offer our members the means to grow individually, to be more effective in their municipalities, and to learn together in action. Ultimately, our Action Plans will serve to develop and implement projects to accompany the transformation of member cities on the path to sustainable development, well-being, and ecological transition.



MIKHAËL DE THYSE
Secretary General
Organization of World Heritage Cities



Presentation

of the 16th World Congress of the
Organization of World Heritage Cities

Enhancing Livability in World Heritage Cities

Presentation of the 16th World Congress of the OWHC

OBJECTIVES

The main objective of the 16th World Congress of the OWHC was to initiate the transformation of the Organization in order to make it more political and operational, and thus better respond to the expectations of its members. The 25th General Assembly of the OWHC (see chapter 4) offered to discuss the administrative and budgetary conditions necessary to make this transformation a reality. The Symposium: Working together towards a new urban project (see chapter 5) provided an opportunity to develop the scientific content of the operational objectives adopted by the participants.

INTRODUCTION

Cities registered on the World Heritage List require a particular approach and the implementation of effective actions to ensure the conservation and enhancement of their heritage. The “Convention Concerning the Protection of the World Cultural and Natural Heritage” (UNESCO) is the first reference in this respect. It stipulates that States Parties should endeavour “[...] to adopt a general policy which aims to give the cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programmes” (Art. 5(a)). Indeed, historic cities, and World Heritage Cities in particular, are living places, evolving and adapting to the changing realities of the communities that reside therein. The daily challenges faced by mayors and managers require concrete responses to contemporary needs so that World Heritage Cities can offer a good quality of life to their residents, users, and visitors.

On several levels, World Heritage Cities are sources of inspiration, or even points of reference, in terms of quality of life and well-being. Because of its ability to continually renew itself within historical continuity, the time-honoured urban fabric has intrinsic characteristics that must be preserved and enhanced. The di-

versity of architectural forms, a human scale, functions concentrated in a setting where everything is easily accessible, social and generational mix, and quality public spaces, are all assets that generate open and inclusive communities and a space conducive to interactions, exchanges, and solidarity between residents.

Today, however, historic cities are subject to major constraints and pressures. The COVID-19 pandemic, as well as the climate emergency and the resulting economic and social upheavals, have created a new situation, of unprecedented scope, which makes the usual structuring and planning methods of the old urban space less effective.



CHALLENGES

It is in this context of uncertainty that the theme of the 16th Congress of the OWHC, “Enhancing Livability in World Heritage Cities,” proved to be particularly relevant in considering the impact of the new lifestyles that are appearing, the ways of living in cities that are changing, and the aspirations of the various users of the city (residents, but also elected officials, technicians, workers, visitors, and more).

The OWHC is therefore positioned as the ideal network within which mayors, elected officials, and managers can join forces to turn the issues they share into opportunities for transformation and development:

- Ensure the continuity of the historic city: the fervent obligation to ensure the preservation and enhancement of the historic city remains a key objective for OWHC members. It is indeed a unique resource for the city of today, the reflection of its intelligence, and the memory of its experiences over the centuries.
- Contribute to the ecological transition: the climate emergency is leading to new ways of living which involve, in particular, innovative approaches to consuming, to interacting with others through more cohesive communities, and to making the city calmer, safer, and healthier.
- Consider the historic city as a laboratory of ideas: the historic city is a privileged space for urban transformation. The history of each city bears witness to its capacity to constantly rebuild itself in new forms of urban logic which are consistent with each era. In fact, it has always played the role of a matrix, organizing space on the basis of different urban components (blocks, squares, streets, and avenues, building typology, and the like). The urban space of the historic city has served and still serves as a guide, both for the transformation of the existing urban fabric and for urban expansion. The historic city can therefore offer solutions for the city as a whole.

PROCESS

The process initiated in Québec City will take place in 4 phases:

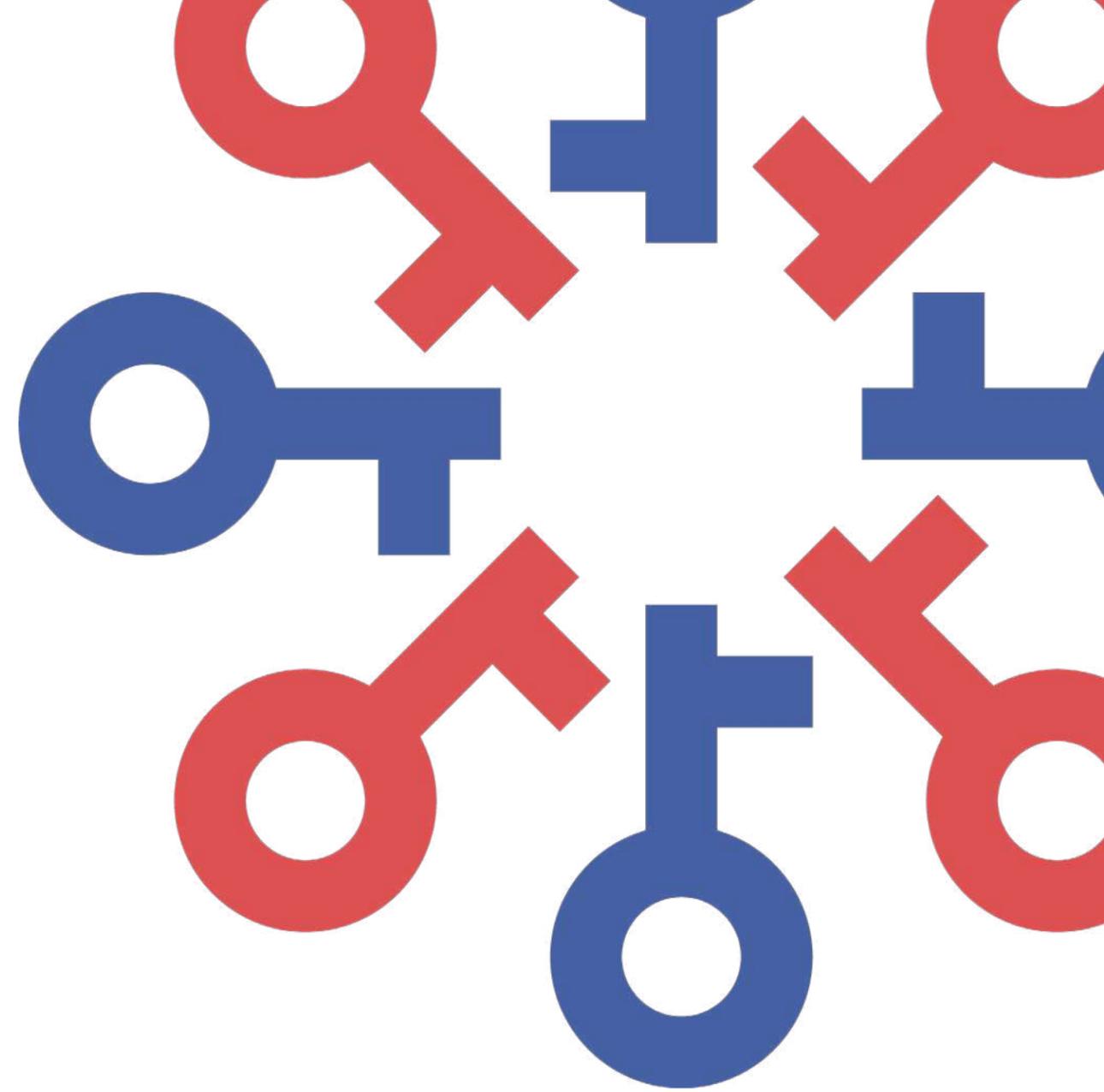
Phase 1, “On the Road to Québec” (January - July 2022): This preparatory phase consisted of a series of thematic workshops in which experts from different disciplines representing some fifty OWHC member cities participated. They helped to identify the strategic lines and operational objectives on the basis of which concrete actions on the quality of life of city dwellers would be proposed.

Phase 2, 16th World Congress of the OWHC in Québec City (6-9 September 2022): The political vision validated by the mayors gave rise to multiple themes and problems shared by all the member cities. They agreed to join forces, share their experiences, and learn together to find effective solutions within the framework of an unprecedented collective experiment.

Phase 3, “The Québec Roadmap” (October 2022 - Fall 2024): Member cities will implement one or more pilot projects to experiment and field test new practices. The projects and practices will constitute a collective approach designed to increase the Organization’s capacity for work and its reflections on various subjects, contexts, and situations. These experiments will make it possible to raise awareness among municipal actors (elected officials, heritage managers, economic actors, citizens) of the problems and challenges facing their cities and to engage them in the search for longer-term solutions.

A follow-up and a permanent evaluation of the results will make it possible to measure the impact of these actions on the ground and will outline the contours of the comprehensive and integrated “New Urban Project,” which will be on the agenda of the 17th Congress of the OWHC in the autumn of 2024 in Córdoba, Spain.





25th General Assembly

of the Organization of World Heritage Cities

25th General Assembly

The General Assembly of the OWHC is the supreme authority of the Organization. It is responsible for making decisions that determine the functioning and direction of the OWHC.

The 43 delegations of members in good standing who attended the 25th General Assembly of the OWHC confirmed, among other things:

- Strategy 2021-2025. It sets out the main directions in which the Organization will evolve in order to better support its members and play a more operational role.
- The 2022-2024 Action Plan. It is based on enlisting the expertise of member cities and carrying out concrete projects. It establishes the practical conditions for implementing the first objectives of the Strategy.

The General Assembly took place in three sessions, spread over the day of September 7 and the afternoon of September 9.

During Session 1, in addition to the adoption of resolutions on current affairs (financial statement, auditors, etc.), the representative of the President of the OWHC for the 2019-2022 mandate, Jacek Majchrowski, the mayor of Krakow, explained how the General Secretariat has been strengthened and emphasized



the preservation of the potential of the Organization despite the many challenges the OWHC had to face during the pandemic. During the same session, the 12 candidacies for the 2022-2024 Board of Directors were presented, as well as the candidacy of the City of Cordoba (the only candidate) to host the 17th World Congress in 2024. The City of Cordoba was elected by acclamation. The eight new members elected to the Board of Directors are Dirk De fauw from Brugge; Carlos Moreira Reisch from Colonia del Sacramento; Jacek Majchrowski from Krakow; Carlos Pinto de Sá from Évora; Lydie Polfer from Luxembourg; Bruno Marchand from Québec; Souad Abderrahim from Tunis; and Michael Ludwig from Vienna. The mayor of Québec City, Bruno Marchand, was elected by acclamation as President of the OWHC for 2022-2024.

During Session 2, the new cooperation and assistance programmes for member cities proposed by the General Secretariat were discussed in five (5) geographical groups in order to materialize the 2022-2024 Action Plan. In the second part of this session, the Regional Meetings dedicated to the current affairs of the Regional Secretariats were held.

The third and final session of the General Assembly led to the adoption of the OWHC's 2022-2024 Action Plan and the 2023 budget. The results of the Symposium, mainly the adoption of the Québec Roadmap, were integrated into the Action Plan. A major update of the General By-Laws was also adopted.

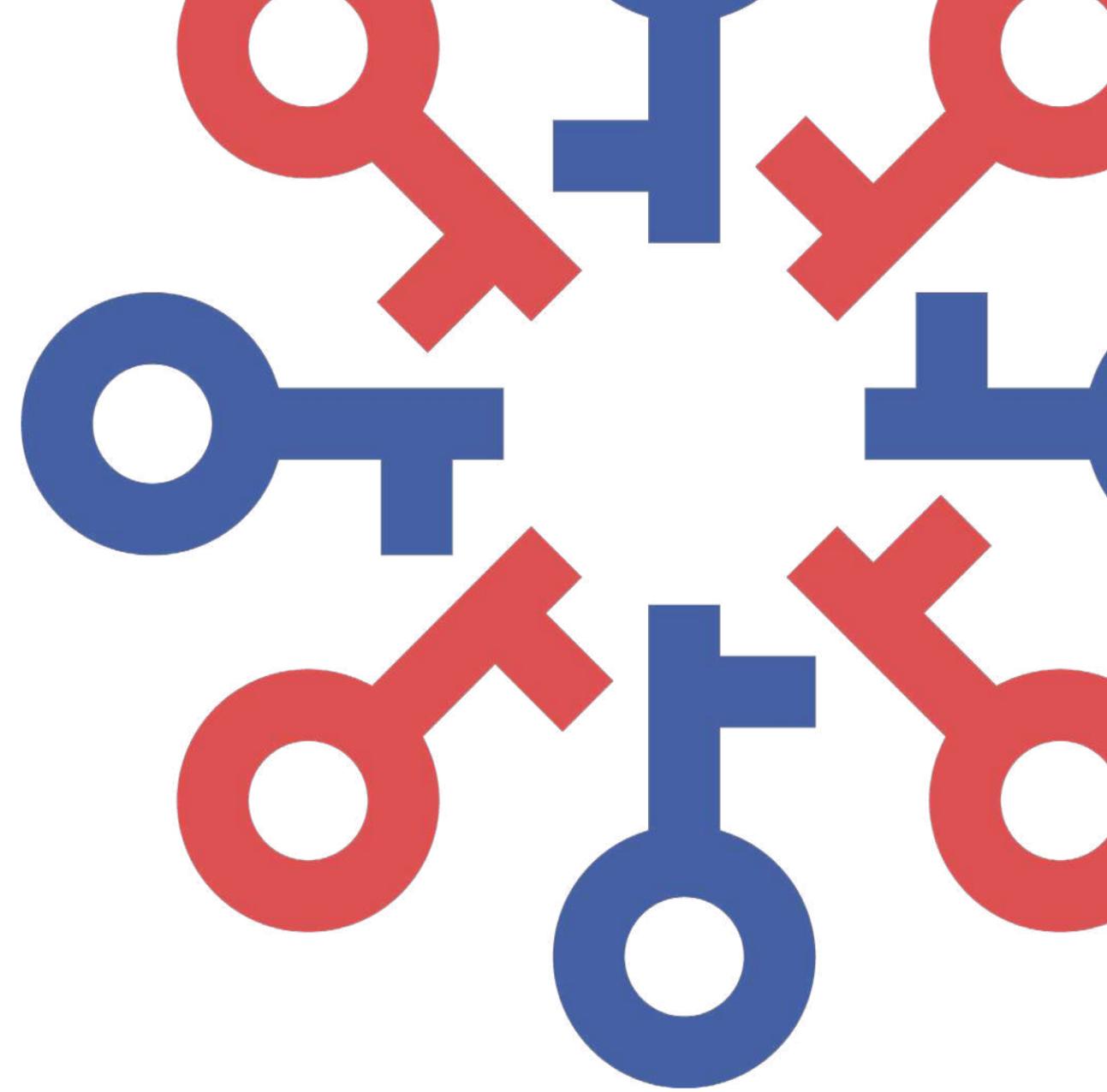


Newly elected Board of Directors 2022-2024



Young professionals in Québec City

Seven young professionals from various member cities around the world - Bamberg, Bordeaux, Jeju, Krakow, Morelia, Seoul, Vienna - were invited to the 16th World Congress. The mandate they were given included proposing ideas for the creation of a programme dedicated to young professionals. The proposals will be used as part of the Québec Roadmap to strengthen technical assistance to cities.



Symposium

of the 16th World Congress of the
Organization of World Heritage Cities

Working Together Towards a New Urban Project

Symposium: Working together towards a New Urban Project

The scientific content of the Symposium was developed with the essential collaboration of experts from the member cities. It was designed to identify the themes and problem areas that member cities were willing to explore further and address as a priority in order to establish new approaches to conceiving, planning, and managing the city in response to the constraints of the climate emergency through the preservation and development of urban heritage.

The three sessions aimed at presenting and discussing the different components of the political vision and to reach a common understanding for future action. The element of context as well as the strategic axes (AXES) and operational objectives (OO) were introduced, one after the other, by a member city's mayor. After each intervention, the participants could contribute and express their views live during a period dedicated to the "Delegations' input," or virtually through an online platform¹, guaranteeing the compilation a maximum of contributions from all the participants present.

SYMPOSIUM - PREPARATORY PHASE ON THE ROAD TO QUÉBEC

The preparatory phase of the Congress took place between March and August 2022. It aimed to highlight general orientations for defining concrete measures to be implemented onsite, in the World Heritage Cities. The preparatory process included three main steps:

Thematic Reflections

Five urban themes encapsulating the main topics related to livability in historic cities were developed in the form of virtual workshops:

- Transformation of public spaces
- Enhancement of residential spaces
- Evolution of mobility
- Adaptability of the built heritage
- Affirmation of a new governance

¹ An overview of all the virtual "Delegations' input" contributions received during the Symposium can be seen in Annex 1.

The thematic online workshops were organized in a question-and-answer and open discussion format. Each workshop was conducted in turn in the three working languages of the Organization (French, English, Spanish), with a total of 15 thematic workshops held between March 14 and April 1, bringing together 133 managers and heritage experts of 42 OWHC member cities from 25 different countries all around the globe. Nine lead experts as well as 24 moderators and rapporteurs collaborated with the OWHC General Secretariat to address the urban themes, which highlighted not only the actions and initiatives currently being implemented in OWHC member cities but also their needs and challenges.²

The success of the thematic workshops culminated in the identification of three transversal strategic axes. They constitute a set of guidelines that outline a political vision, leading to the second step of the process, the strategic reflections.

Strategic Reflections

In order to propose other dynamic forms of participation, the General Secretariat organized the second step in the form of a "written consultation." This facilitated the contribution of members by making it easier and simpler for individuals (decision-makers, managers, experts) to participate, but also for cities to arrange short meetings involving a number of experts and stakeholders, in order to provide unified contributions.

The active participation of experts³ from all member cities in the written consultations of Step 2 enabled a consolidation of the strategic axes (AXES) through 9 operational objectives (OO) outlining the shared ambition of OWHC members. The strategic axes and operational objectives were validated by the Panel of Mayors on June 16, 2022 during a virtual meeting chaired by the mayor of Québec City, Bruno Mar-

² A summary of the thematic workshops and collaborating experts can be found on the following link: <https://www.ovpm.org/world-congresses/road-to-quebec/thematic-workshops-registration/>

³ A total of 33 individual and collective contributions were received during the written consultations.

chand⁴. Made up of 12 mayors, the Panel acted as a political supervision body ensuring that the material provided to Symposium participants was legitimate. The Panel shaped the AXES and the OO, which expressed the main concerns of the OWHC member cities and their common objectives to meet the major comprehensive urban challenges and forge a political vision constituting the foundation for the Symposium.

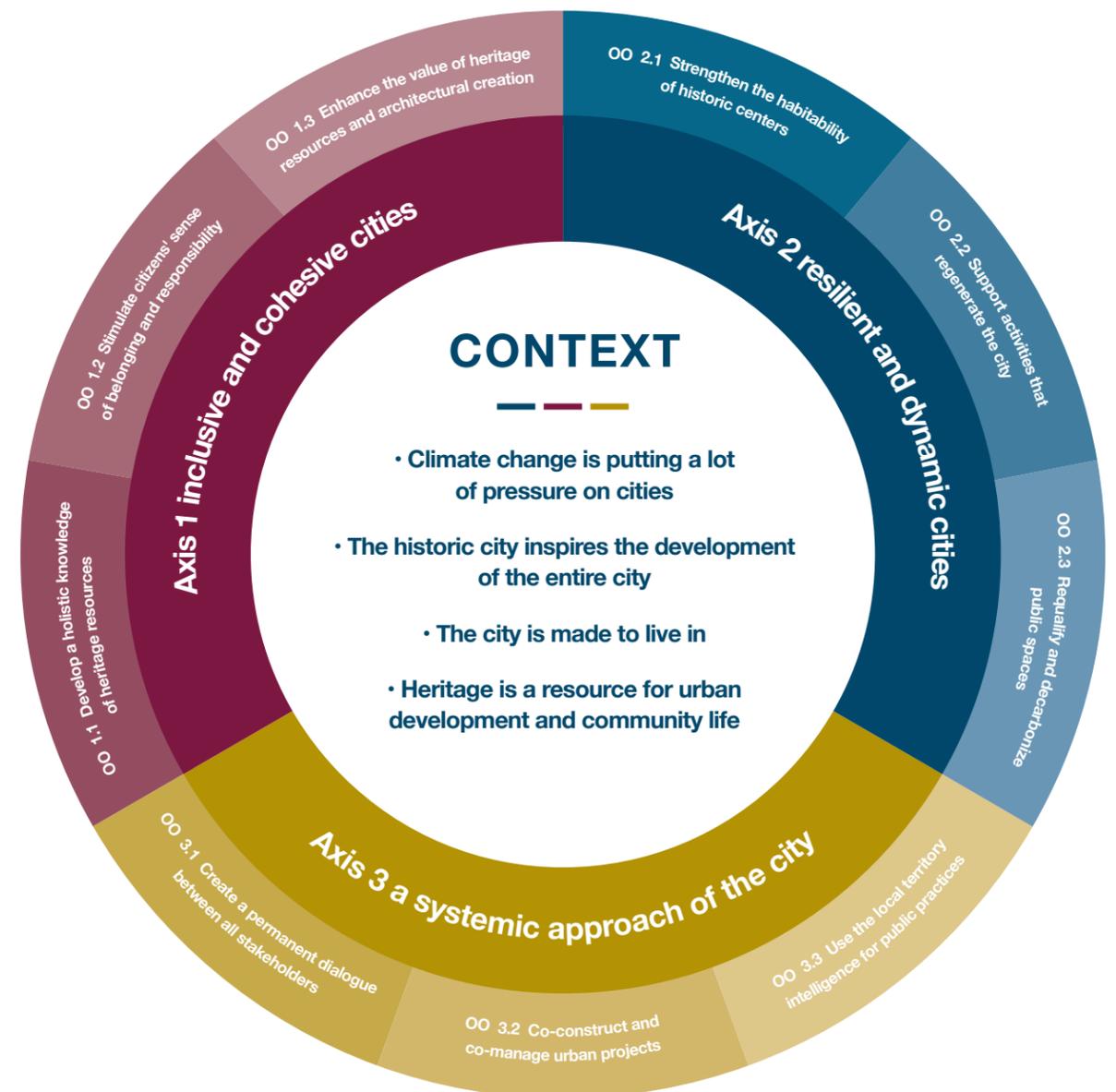
Operational reflections

During the operational reflections, the experts were invited to propose concrete and targeted actions that

⁴ The validated strategic axes (AXES) and operational objectives (OO) can be seen in Annex 2.

they consider should be implemented locally in order to achieve the objectives jointly defined in the strategic reflections.

A total of 12 cities contributed to this step. The proposed actions emerged from ideas or aspirations related to the specific context of each city, proposals having the potential to positively impact the urban fabric. The structuring aspects of the actions shared by the contributing cities provided important indications serving to anticipate and verify the pertinence of future "pilot projects" to be implemented within the framework of the Québec Roadmap.



SYMPOSIUM - SESSION 1 ADHERING TO A POLITICAL VISION

Session 1 of the Symposium was held on the morning of September 8. Mayors and elected officials presented and discussed the different aspects of the proposed political vision.

Introduction: Context

The mayor of Québec, Bruno Marchand opened the first session by calling for action and solidarity among OWHC members. He introduced the Symposium by emphasizing that it was designed and elaborated through a new approach which “breaks with the traditional way that these meetings are held.” The Mayor insisted that the aim of the three sessions was to present



Bruno Marchand,
mayor of Quebec

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/sPERzGtROE7I=656>



the unprecedented elements of a context wherein cities are faced with huge challenges and general political orientations offering major new prospects for the OWHC, which was invited to adopt a concrete roadmap. “A roadmap to do what? To learn from each other, to set goals, and certainly to commit to results,” because “the time we don’t spend learning from each other is time we waste reinventing the wheel.” The Mayor reiterated that the main goal of the Symposium is to “start with noble, concrete objectives, start with the ability to say to ourselves ‘by Cordoba, what do we want to achieve?’ Let’s give ourselves two years together. Two years so that each of our cities can grow through the experience or enlightenment of others. And this is exactly what we wanted from the Roadmap: concrete commitments; quantifiable expected results; and the ability to move forward to face these immense challenges together.”



Remigijus Šimašius
mayor of Vilnius

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/sPERzGtROE7I=1331>



Axis 1

The mayor of Vilnius, Remigijus Šimašius, presented Strategic Axis 1 - Inclusive and cohesive cities inspired by their identities and cultural diversity. Using examples of contemporary urban interventions in the city of Vilnius, the mayor highlighted the concept that heritage is the DNA that forges our identity, and as our inheritance we must enrich it, for if we neglect to do so, it deteriorates. “Learning from the past while constructing new things.” He also challenged participants by posing several questions that take issue with the philosophy of heritage interpretation and how heritage should be conserved. “We have a great heritage legacy because our cities were prospering during a certain era. And they were creating something new instead of nothing at all; actually they were disruptive; they were doing innovative things, (...) and the question for us and for me, is ‘do we want to stop now?’” Furthermore, “what is new? what is old? how to adjust? how to make life more beautiful? (...) we have to grow our heritage, to rely on the past, but not just pretend that simply preserving something is enough. No, preserving is not sufficient; how you use heritage, how you enrich it; this is the most important thing.”

Delegations’ input

- Anne Mistler, alderwoman for arts and culture from Strasbourg, expressed how all World Heritage Cities present similar challenges despite their various historical backgrounds; however, they often confront very different social and economic issues.
- Catrini Pratihari Kubontubuh, architect at BPPI Indonesian Heritage Trust from Sawahlunto, further stressed the need to remember traditions and ancient techniques, and to implement our ancestors’ know-how in order to find solutions for the conservation and development of World Heritage Cities which are balanced and create a harmonious relationship between nature and culture.

Axis 2

The mayor of Bordeaux, Pierre Hurmic, presented Strategic Axis 2 - Resilient cities boosted by the enhancement of their heritage resources. Mr. Hurmic highlighted that *“our cities all have an exceptional heritage, and they now have another point in common: all have recently been confronted with dramatic events due to climate change.”* And he called upon members to take action: *“Act for our cities, and above all, act for our inhabitants, for our fellow citizens. The challenge is immense. The challenge is vital.”* He further reinforced the statement of the mayor of Vilnius that *“there must be no opposition between heritage and modernity,”* and, reiterated that *“heritage is indeed a source of solutions. Our current reflections concerning frugality lead us not only to consider heritage according to aesthetic or historical values but as a resource, as a resilient common good.”* He concluded his speech with another appeal to his colleagues stating that *“as mayors of cities with heritage assets, we have an essential role to play. Let us intelligently combine the architectural past that is the pride of our cities with the future that we so ardently desire: the future of their cities’ heritage, their climate, and their inhabitants. The survival of our urban ecosystems is at stake.”*

Delegations’ input

- Ernst Woller, first president of the State Parliament of Vienna, highlighted the importance of including heritage protection in our comprehensive city management and legal planning tools.
- Matthias Ripp, from Regensburg and regional coordinator of the Northwestern Europe and North American Regional Secretariat, pointed out the need to find solutions to enable the use of new technologies for the integration of renewable energy in historical structures. Mr. Ripp further expressed the need to showcase and support artisanal capacity-building strategies as a means of strengthening and disseminating the knowledge of traditional craft skills for the preservation and restoration of historic structures.
- Remigijus Šimašius, the mayor of Vilnius; Ans Persoons, alderwoman for urban planning and public spaces of Brussels; Despina Hatzidiakos, advisor to the mayor of Rhodes for cultur-

al and international affairs; Shaaf Milani-Nia, chief architect of the urban planning department of Luxembourg; and Maria Carmen del Pozo Lopez, director of the Aranjuez Cultural Landscape Foundation, further discussed issues related to climate change, notably the challenges of reconciling various modes of transportation, the greening of public spaces, and coping with severe, unusual temperature changes.

- Mohamed Benchakroun, architect and municipal councillor of Marrakesh, made an additional call for action to all members: *“We have received and commented on several ideas. Discussing these ideas is a good start, but we should also talk about how to implement them.”*



Axis 3

The mayor of Cordoba, José María Bellido Roche, presented Strategic Axis 3 – “Good governance” which brings a systemic approach to the city. During his speech, the mayor stated that good governance *“has absolutely everything to do with citizen participation because the challenges of governance are the challenges of all our citizens (...) and we need to determine how to conceive of this participation, how to bring management closer to citizens.”* Moreover, governance in historic cities must include coordination within the government, by way of a specific department which, in a transversal way, coordinates all related policies within targeted sectors, such as public transportation, waste collection services, police services, mobility management in the streets, and others. Mr. Bellido Roche concluded with a call for the management of heritage cities *“to be carried out in a participatory manner, and for networking within organizations such as this one, which will allow us, based on this collective intelligence, to find solutions to the common challenges we face in our cities.”*

Delegations’ input

- Alfonso Jesus Martinez Alcazar, the mayor of Morelia, highlighted the importance of heritage education and the need to find different strategies to reconcile heritage preservation with the adaptation of contemporary uses for historic structures.
- Anne Mistler, from Strasbourg, highlighted how the impacts of the Covid-19 pandemic have altered the way of functioning of our cities and have created new challenges, especially for city management and for reconciling economic life and everyday life in public spaces.
- Jorge Ortega González, director general of the ANCMPPM, further articulated the need for World Heritage Cities to find new solutions as regards diversifying sources of income so as to avoid being unduly dependent on the tourism industry.





SYMPOSIUM - SESSION 2 ENGAGING IN ACTION ON THE GROUND

The second session began in the afternoon of September 8, with the presentation of the operational objectives.

Introduction

Édouard Philippe, the mayor of Le Havre and former Prime Minister of France, launched the second session with an inspiring speech expressing how heritage cities must not only be preserved, but also remain alive, involved, and up to date, emphasizing the “*three strategic axes and nine operational objectives that have been elaborated by the experts and validated by the panel of mayors. The political vision that they formalize (...) is at one and the same time fair, solid, and necessary, equipping our cities to face the great upheavals that are gaining momentum as we speak.*” Mr. Philippe proceeded to highlight “*what is at stake in terms of the value and especially the preservation of heritage in a context of climatic disruption*”; “*we must not only imagine concrete legal systems that guarantee heritage preservation and the control of risks, but also (...) find operational technological solutions to heritage issues.*” He further asserted that “*heritage is often much more a matter of reappropriation than of conservation. Heritage is what passes through time. And since it moves through time, it is probably subject - and it must be subject - to modifications, to additions, to complements. We need to address these issues with a lot of humility, because we must not distort the initial project, but also with a lot of intelligence, because we cannot freeze our cities in the past.*” And he concluded by stating that “*if we want to adapt to the challenges of climate disruption, demographic growth, and other pressing issues of our time, we must always understand heritage and reappropriate it, but complete it whenever necessary.*”

Édouard Philippe
mayor of Le Havre

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/jf1JyPsFqZz?e=298>



Objectives 1.1, 1.2, 1.3

The mayor of Évora, Carlos Pinto de Sá, presented the first three operational objectives (OO) related to Strategic Axis 1 – 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.

In his speech, Mr. Pinto de Sá emphasized that “*heritage without people tends to disappear; people without heritage tend to lose their identity, the elements setting them apart as a distinct community,*” as well as the fact that “*local sustainable development cannot only be a convivial and modern expression; it must be translated into another role for citizens and institutions, a role that foregrounds concrete projects for effective change.*” We must “*promote holistic approaches to the city and the transformative potential of the good use of heritage, networking, and sharing and disseminating knowledge, thus highlighting the transformative capacities that our heritage resources enable.*” “*It is worth learning from the past to build a better future.*” He concluded by stressing that the Roadmap’s approach “*only makes sense if the coherence and comple-*

mentarity of the nine operational objectives are ensured by a wide range of possible and clearly articulated interventions.” “*Each city should look at its challenges, its problems, its proposals, and its concrete projects. But, above all, each city must demonstrate a capacity to listen and learn from the experiences of others and be open to partnership projects, involving a sharing of knowledge, resources, and implementation capacity.*”

Delegations’ input

- Remigijus Šimašius, the mayor of Vilnius; Anne-Laure Moniot, head of the Architecture and Urban Heritage Department of Bordeaux; Shaaf Milani-Nia from Luxembourg; and Michal Kraśnicki, director of the Warsaw Conservator of Monuments Office, underlined the importance of citizen involvement in the preservation of historic cities, as well as the fact that heritage interpretation and values must be constantly revised as the notion of heritage is subject to constant change.
- Ms. Milani-Nia highlighted the controversies and challenges that experts in the field of preservation face in order to achieve a certain level of respect and understanding on the part of civil society, regarding heritage values as well as preservation regulations and a legal framework, comparable to other city building policies.



Carlos Pinto de Sá
mayor of Évora

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/jf1JyPsFqZz?e=1379>



Objectives 2.1, 2.2, 2.3

The mayor of Dubrovnik, Mato Frankovic, introduced the following three objectives which correspond to the Strategic Axis 2 – 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.

Citing the example of concrete actions put in place in the city of Dubrovnik as part of the Respect the City project to promote an urban environment “respected by tourists coming to the city, and at the same time, respected by its own citizens,” Mr. Frankovic highlighted the importance of reviving our historic cities. “If we do not think about the citizens that live in our old cities then the cities will become museums; they will not be alive anymore.” During his speech, the mayor also emphasized the crucial role that information and communication play in the management, conservation, and development of historic cities. “What we conclude is that man-

aging the city is not about the numbers; it's about the flow, by day, month, and year. All of our cities, of course, should welcome tourists because it's a great thing to showcase our cultural heritage. But the best way to avoid erecting barriers (...) is to give visitors an option...providing information concerning the best time to come to the city... this is how to create open cities, cities created for their citizens.”

Delegations' input

- Robert Piaskowski, plenipotentiary of the mayor of Krakow for culture, highlighted the importance of implementing strategies not only to attract residents back to the historic centre, but also to lure tourists to other parts of the city outside the core zone, which are not in the protection area but have great heritage value.
- Anne Mistler from Strasbourg, Ans Persoons from Brussels, and Dries Vanbelleghem Omgeving, cluster director from Bruges, underscored the threat that short-term rental providers represent for city centre residents, concerning which Mr. Franković, the mayor of Dubrovnik, pointed out that the best way to find a solution for short-term rentals, such as Airbnb, is to understand why former residents of those accommodations are deciding to move away from the city centre.



Mato Frankovic
mayor of Dubrovnik

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/TT8Fhb2ccag?t=265>

Objectives 3.1, 3.2, 3.3

The mayor of Tunis, Souad Abderrahim, introduced the last three operational objectives related to the Strategic Axis 3 – 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.

During her speech citing examples of projects implemented in the city of Tunis, Ms. Abderrahim asserted that “any historical patrimony or heritage stems from the experience of local populations, which is constantly changing, and that safeguarding and preserving historic centres depends on these same populations and this is why the implementation of a participatory process of co-construction and co-management with local actors is essential for the good management and sustainability of the projects to be realized” within historic cities. She further stressed that the third step of the Québec Roadmaps will become operational “in order to set up a new urban project emanating from cooperation between member cities, which will strive to implement a new co-constructive approach of the World Heritage City: an inspiring, resilient, inclusive, safe, welcoming, livable, and ecological city. (...) Yes, we must act together.”

Delegations' input

- Ans Persoons from Brussels reiterated some tourism-related challenges as well as strategies to reoccupy the empty floors above shops in the typical historic centre.
- Mohamed Benchakroun from Marrakesh stressed that we cannot address the management and planning of a historic centre without examining the totality of the urban fabric of the city.
- Joel Perea Quiroz, world heritage coordinator of Querétaro, commended the political will of OWHC members in implementing actions for the benefit of the city and its citizens and underlined the need to establish a solid legal framework for these actions, to ensure that they continue to be developed in the future, despite potential changes in municipal leadership.



Souad Abderrahim
mayor of Tunis

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/TT8Fhb2ccag?t=2387>

SYMPOSIUM - SESSION 3

ADOPTING AN OPERATIONAL FRAME- WORK

Following the presentation of the Roadmap by the Secretary General Mikhaël de Thyse, the third session discussion was introduced by the mayor of Cusco, Victor German Boluarte Medina, who reinforced the fact that “*when we discuss the principles underlying this Roadmap, we are talking about climate change; about living historic centres; about cities where there is local activity, and not activity for tourism alone. We are also talking about sharing experiences and learning together, and about how to improve practices and knowledge in our cities,*” including sharing not only the achievements of each city, but also their difficulties and deficiencies, which often remain unseen.

Citing the example of the city of Cusco and the initiatives enacted to strengthen Quechua, their native language, Boluarte Medina highlighted the importance of ensuring that “*cultural heritage, which is just material or built heritage but also customs, the way of life of the people, is always an issue of prime concern.*” The mayor indicated that there could be “*a way to strengthen this Roadmap, to strengthen this intangible heritage: to share experiences, to share expressions, be they dance, song, or diverse forms of expression that we have in our historic centres.*” The latter approach could draw upon “*not only the political will of the mayor, but also the participation of other sectors as a guarantee of greater continuity*” and involvement of the city within the OWHC, despite changes in mandates.

Subsequently, the mayor of Xochimilco, José Carlos Acosta Ruiz, reinforced the concept and the need to showcase not only tangible heritage, but intangible heritage as well. “*The cultural consolidation of towns and neighbourhoods, through their traditional forms, their uses, their customs – this gives an identity to artistic heritage, to intangible heritage.*” Furthermore, the mayor highlighted the relevance of economic reactivation through “*strengthening typical markets, (...) where you can find the (...) products of the region that undoubtedly give us identity*” and pointed out that we must “*believe in and bet on local solutions to global problems.*”



Victor German Boluarte Medina
mayor of Cusco

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/Mwug8iIMp4I?e=929>



José Carlos Acosta Ruiz
mayor of Xochimilco

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/Mwug8iIMp4I?e=1641>



Delegations' Input

- Charles Cooper, minister of traffic, transportation, and urban planning of Willemstad, stated that “*now more than ever cities must adapt and reposition themselves. But this journey will not be easy as one of the main challenges will be to get out of the economic crisis and still hold to the values of history, culture, and nature.*”
- Kesera Dahamsonda Senanayake, the mayor of Kandy, reiterated the need to preserve the tangible and intangible heritage of the cities and stressed that “*these are challenging times, and challenges must be faced and not avoided.*”
- Jerzy Muzyk, the deputy mayor of Krakow, stressed that “*in order to achieve sustainable development, we must not only face the usual challenges of historic cities, but also attract business, new residents, and investment. (...) Let us use this chance to work together and commit to sustainable action.*”
- Minou Esquenet, alderwoman for climate and energy, environmental policies, the smart city, and facilities management of Bruges, commended the projects and initiatives presented by the participating members and encouraged the OWHC to proceed to develop the process.
- Michal Krasucki, from Warsaw, and regional coordinator of the Eastern and Central European Secretariat, and Gediminas Rutkauskas, director at the Vilnius Old Town Renewal Agency, called for solidarity among all OWHC members and stressed the need to be resilient and act quickly when confronted with natural or human-induced emergency circumstances.



Young professionals in Quebec City

Click on the link or scan the QR code on your phone to watch the full contribution

<https://youtu.be/Mwgsi8UMpA?e=3829>

The participating young professionals also made a statement during the “Delegations’ input” segment of session three, calling for solidarity and inclusiveness, as well as expressing the interest and engagement of the younger generations in the implementation of the Québec Roadmap. *“Let’s not forget, today, we are building a world for tomorrow based on lessons from the past.”*

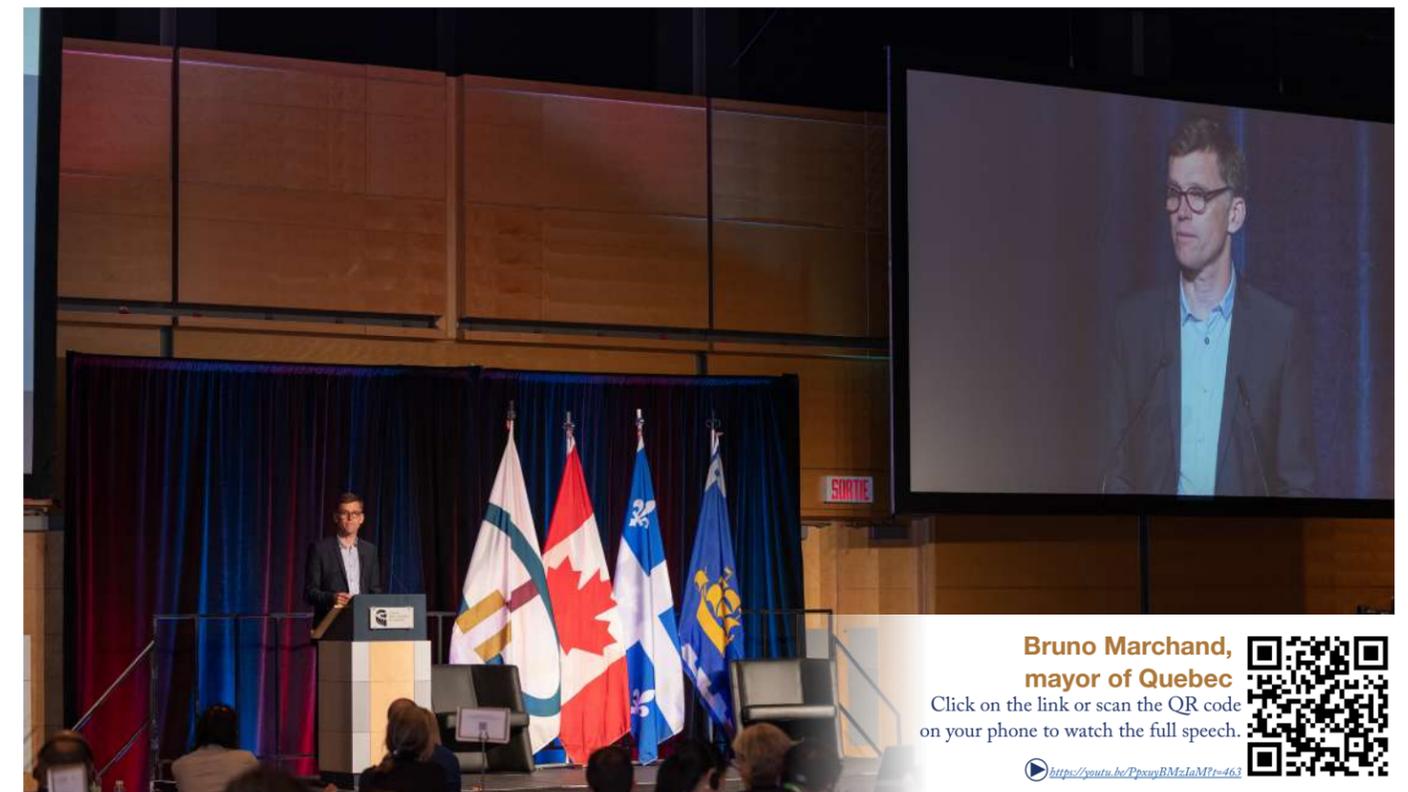
SYMPOSIUM - CONCLUSION

The mayor of Québec City, Bruno Marchand, concluded the Symposium by presenting the mandate for the General Secretariat which will spearhead the efforts of the organization in the years to come. The mandate was unanimously adopted by the attending members. This validated operational framework, now referred to as the Québec Roadmap, will lead OWHC member cities on the path of the “New Urban Project” which should be adopted at the next Congress in Córdoba, 2024.

In his speech, Mr. Marchand briefly recapitulated discussions from the previous sessions. During the first session, all members asserted that *“there is a desirable political vision, a vision to guide us, to project us into the future in light of the urgency of our great challenges. We want a strong commitment from mayors, elected officials, and therefore from cities, so as to make a difference.”* Dur-

ing the second session, all members indicated their intention to commit to action. *“We have to be in action... to try, to make mistakes, to try again, to learn and retry. (...) The principle of attacking these issues iteratively, by being able to work together, to take the first steps, puts us in a much better position to achieve our goals than waiting until we have the full plan to get moving.”* And lastly, during the third session, all attending members agreed that *“yes, we must launch a roadmap, we agree, we support this crucial step.”*

Moreover, during his speech the mayor of Québec City emphasized the fact that *“mayors and elected municipal officials will need to work together to be guardians of this political vision, to take action, to forget our egos and our ‘I’s” and to work on the “we.” Because if there is something that this recent pandemic crisis taught us and that the climate crisis is teaching us still, it is that the boundaries of our cities no longer allow us to hope that we can get out of difficult situations alone.”*

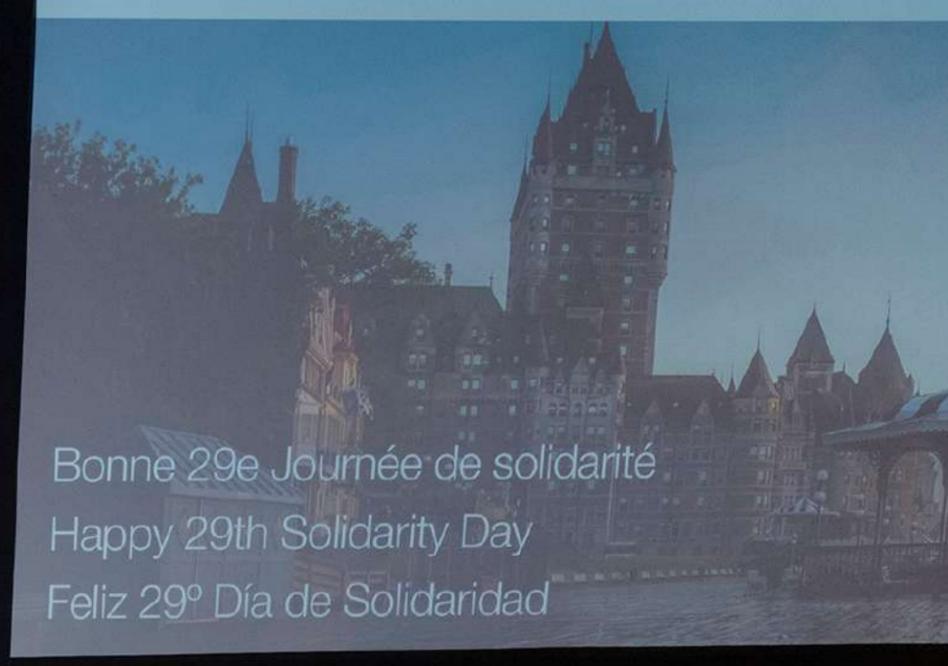
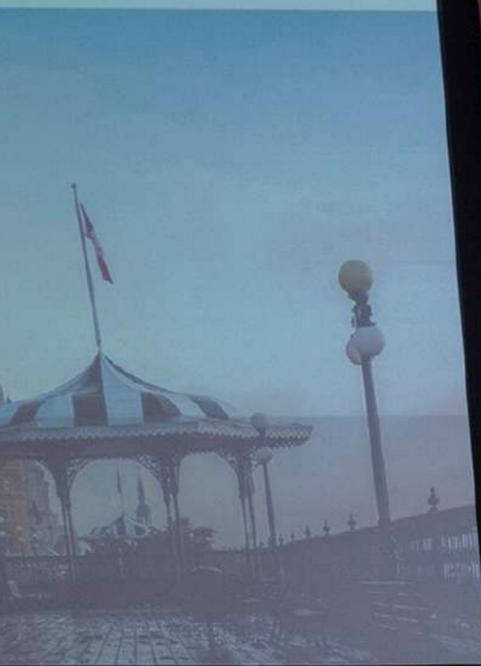


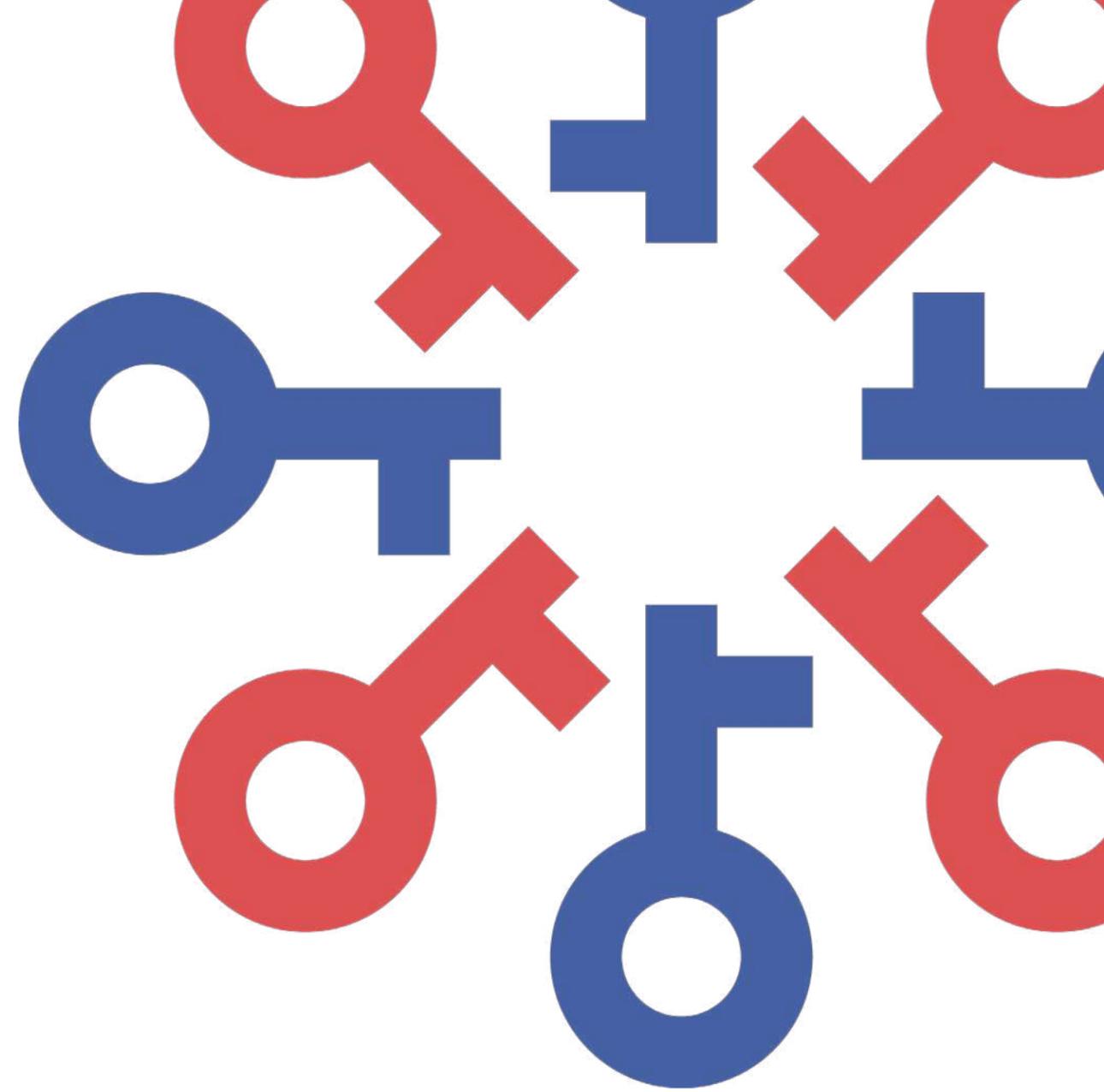
Bruno Marchand, mayor of Québec

Click on the link or scan the QR code on your phone to watch the full speech.

<https://youtu.be/PpxxyBMzLaM?t=463>

“Let’s work to make our membership in the OWHC even stronger, more solid, more united. Let’s commit ourselves to the future within our means. (...) Let’s work on solidarity; let’s work on this Roadmap; let’s work on iteration; let’s work to make sure that we deliver very concrete actions.” Mr. Bruno Marchand





Achievements and Prospects

of the 16th World Congress of the Organization of World Heritage Cities

Achievements and Prospects

The 16th World Congress in Québec City marked the resumption of regular gatherings of the network's members. It also established a permanent policy dialogue that will be punctuated every two years by World Congresses but will also provide multiple opportunities to work on technical issues between these biennial meetings.

The medium- and long-term objectives and commitments confirmed in Québec City open up concrete and ambitious perspectives that will strengthen the political dimension of the OWHC and its operational capacities on the basis of the following statements:

- As the cradle of the member cities, the historic sectors have forged their identity and are the foundation of their development; the strengths of the past must be used to build the heritage of tomorrow.
- Interventions in these sectors must take into account all the functions that coexist therein so as to make them attractive living environments.
- Their evolution into modernity must be done while respecting the integrity and authenticity of their heritage.
- As centres of local government, cities must create and maintain a permanent dialogue with all the actors involved in city development.

A POLITICAL NETWORK

The Québec Congress reaffirmed the OWHC as a political network of mayors. Strengthening this dimension is essential in order to highlight the prestige enjoyed by the cities registered on the World Heritage List, the shared awareness of this privilege, and the will to work in a network to better assume the responsibilities that come with it.

It is in this context that OWHC members reiterated their loyalty to the charter of the Organization and the universal values of humanity, peace, and sustainability that it promotes. They also confirmed their support for the OWHC's ambition to integrate the safeguarding of heritage with development objectives in

order to improve the quality of life in historic sectors in a sustainable way. While respecting the autonomy and jurisdiction of each city, the members decided to pool their expertise in order to address the situations caused by the climatic, social, and economic crises and to identify opportunities that will help them to develop more capable and appropriate urban approaches in response to contemporary challenges.

AN OPERATIONAL NETWORK

Aware that the credibility of the OWHC's political vision must be supported by an increased capacity for action, the member cities also adopted the "Québec Roadmap". The concrete actions to be implemented will allow us to learn together, share ideas, and foster cooperation between cities in order to help them face urban challenges in contexts of emergence, reconstruction, and innovation.

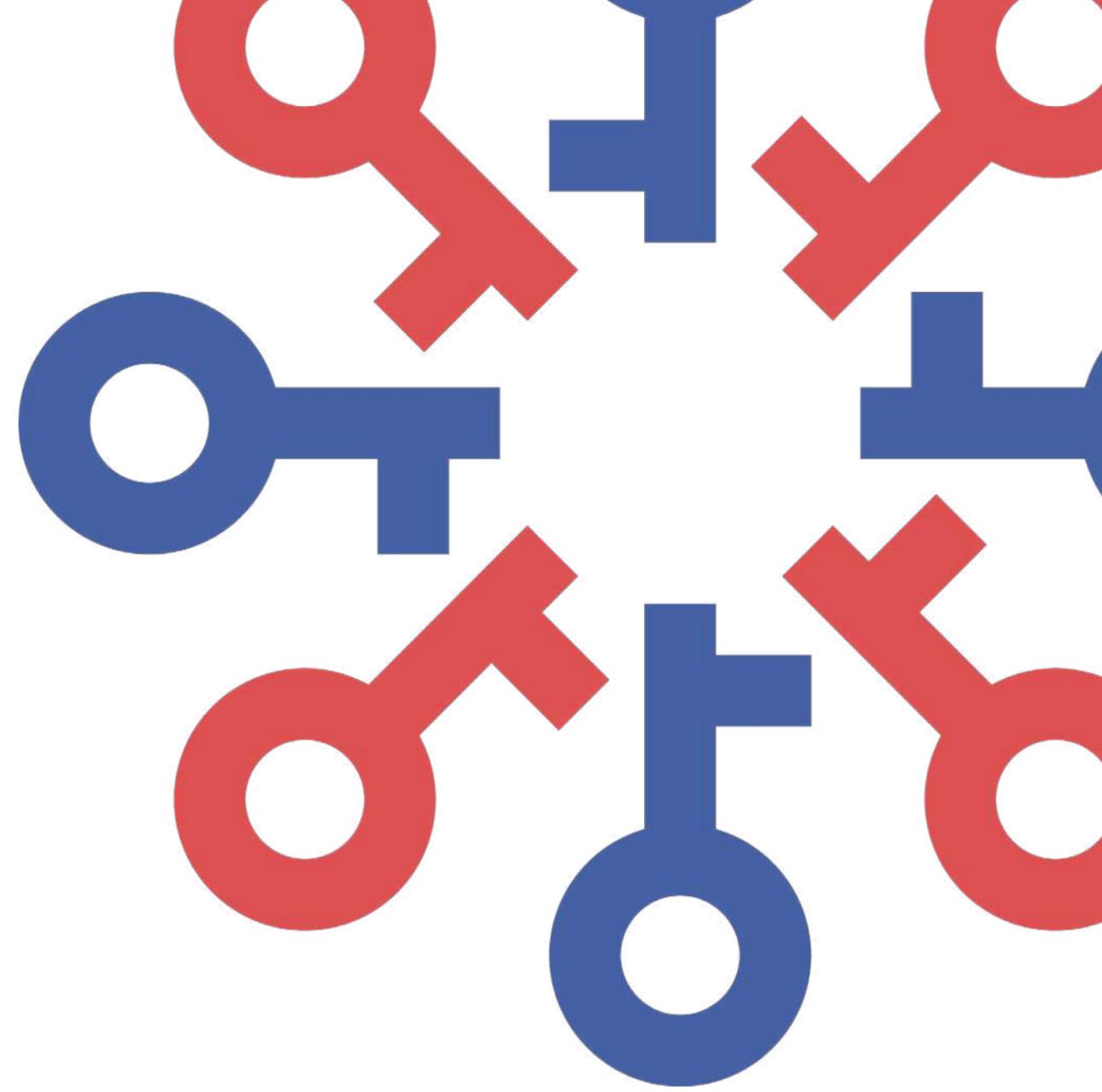


ON THE ROAD TO CORDOBA

By 2024, in view of the 17th World Congress to be held in Cordoba, the Québec Roadmap should enable the OWHC to develop a New Urban Project designed to identify and share solutions that will bring together the human, the urban, and the world of nature. The intention is to offer a renewed set of assistance activities to member cities that wish to address the complex and urgent urban challenges of our time. Drawing on the Sustainable Development Goals (SDGs), the New Urban Agenda, and the Historic Urban Landscape (HUL) recommendation, the OWHC will implement a different approach to the city, a heritage approach to urban planning, driven mainly by a dynamic of revitalizing the historic urban fabric in the service of development and well-being.

The OWHC is therefore preparing to offer each member city an active listening ear and a stronger channel of expression to articulate their specific needs and contributions to the cultural, social, and economic renewal of World Heritage Cities and their regions. The imperative is to strengthen the OWHC's capacity to influence, especially as regards international organizations, in order to establish new alliances in which the strong and united voice of historic cities can be heard, as they work in the front line to ensure ecologically and sustainably responsible development. In this respect, heritage is an irreplaceable resource through the specificities that it embodies, the diversity that it carries as an enrichment of societies, and the capacity for constantly renewed invention that ensures the resilience of urban environments as a framework for well-being and fulfilment.

Cordoba, Spain. Host city of the 17th World Congress of the Organization of World Heritage Cities, 2024.



Parallel Exhibitions

Poster exhibition

The poster exhibition organized as part of the 16th OWHC World Congress aimed to display the wide variety of projects and actions developed within World Heritage Cities for the improvement of their residents' quality of life. The posters were displayed in a busy area of the Québec City Congress Centre for the duration of the Congress.

The 19 cities included in the exhibition were Angra do Heroísmo, Bordeaux, Brussels, Colonia del Sacramento, Cordoba, Gyeongju, Icherisheher, Konya, Krakow, Kutna Hora, Le Havre, Mitla, Nice, Oporto, Puebla, Querétaro, Split, Vienna, and Vilnius.



Angra do Heroísmo, Portugal

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/angra-do-heroismo-portugal.pdf>



Bordeaux, France

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/bordeaux-france.pdf>



Bussels, Belgium

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/bussels-belgium.pdf>



Colonia del Sacramento, Uruguay

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/colonia-del-sacramento-uruguayosm-compressed.pdf>



Cordoba, Spain

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/cordoba-spain.pdf>



Gyeongju, South Korea

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/gyeongju-south-koreacompressed.pdf>



Icherisheher, Azerbaijan

Click on the link or scan the QR code on your phone to see the poster

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Konya, Turkey

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Krakow, Poland

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Kutna Hora, Czech Republic

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Le Havre, France

Click on the link or scan the QR code on your phone to see the poster

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Mitla, Mexico

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/mitla-mexico.pdf>



Nice, France

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Oporto, Portugal

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Puebla, Mexico

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Queretaro, Mexico

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Split, Croatia

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<https://www.ospm.org/wp-content/uploads/2022/12/split-croatia.pdf>



Vienna, Austria

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/vienna-austria.pdf>



Vilnius, Lithuania

Click on the link or scan the QR code on your phone to see the poster

<https://www.ospm.org/wp-content/uploads/2022/12/vilnius-lithuania.pdf>

Photo exhibition

A parallel photo exhibition was organized within the framework of the 16th World Congress with the theme “It’s good to live in ...”, showing on each panel a World Heritage City and an aspect of its quality of life. From nearly 60 applications received, 22 cities were selected to take part in the exhibition, which was displayed at Place d’Youville, in downtown Québec City.

Photos from the following cities were exhibited: Regensburg, Suzhou, Querétaro, Split, Le Havre, Vienna, Sawahlunto, Porto, Mexico City, Strasbourg, Colonia del Sacramento, Dubrovnik, Évora, Kutná Hora, Gyeongju, Krakow, Vilnius, Nice, Malacca, Luxembourg, Hoi An, and Québec City.



Colonia del Sacramento, Uruguay

Click on the link or scan the QR code on your phone to see the photo

<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-11.pdf>



Dubrovnik, Croatia

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<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-12.pdf>



Evora, Portugal

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Gyeongju, South Korea

Click on the link or scan the QR code on your phone to see the photo

<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-15.pdf>



Hoi An, Vietnam

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Krakow, Poland

Click on the link or scan the QR code on your phone to see the photo

<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-16.pdf>



Kutna Hora, Czech Republic

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<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-14.pdf>



Le Havre, France

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Luxembourg, Luxembourg

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Melaka, Malaysia

Click on the link or scan the QR code on your phone to see the photo

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Mexico City, Mexico

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Nice, France

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Oporto, Portugal

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Quebec, Canada

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<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-20-3.pdf>



Queretaro, Mexico

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<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-3.pdf>



Regensburg, Germany

Click on the link or scan the QR code on your phone to see the photo

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Sawahlunto, Indonesia

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Split, Croatia

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Strasbourg, France

Click on the link or scan the QR code on your phone to see the photo

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Suzhou, China

Click on the link or scan the QR code on your phone to see the photo

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Vienna, Austria

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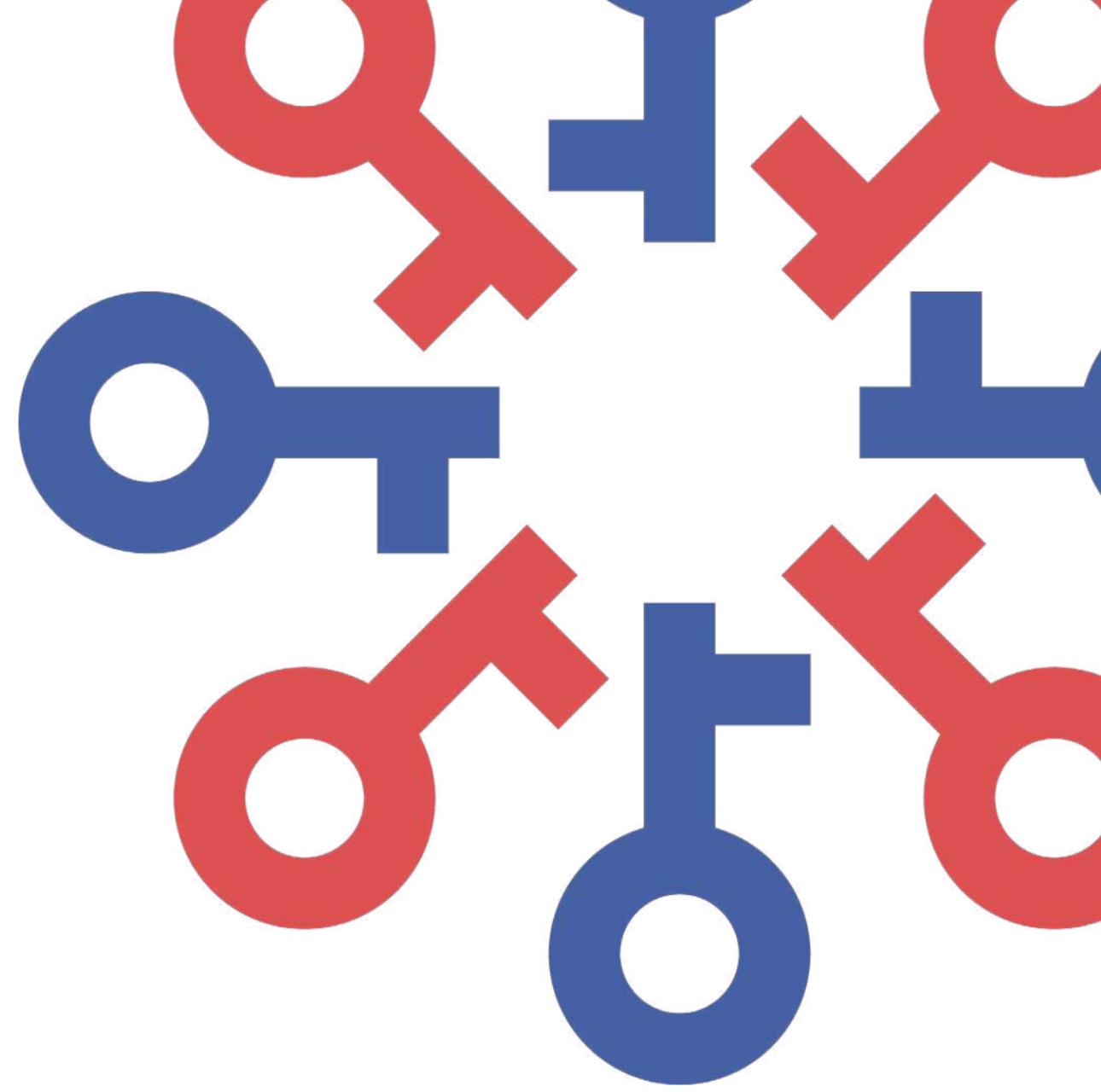
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Vilnius, Lithuania

Click on the link or scan the QR code on your phone to see the photo

<https://www.ovpm.org/wp-content/uploads/2022/12/ovpm-final-part-17.pdf>



Acknowledgements

Acknowledgements

The General Secretariat would like to thank

- The mayors and elected officials of member cities who contributed to the preparatory phase of the Congress, including, with gratitude, the mayors involved in the “Panel of Mayors”¹, and those who travelled to Québec City, ensuring the political legitimacy of the Congress.
- The managers and specialists of the member cities who made technical and professional contributions to the development of the content of the Symposium by participating in the different workshops and by projecting the Roadmap in concrete perspectives.
- The 28 international experts who assisted the General Secretariat throughout the preparatory phase (clarifiers, lead experts, moderators, rapporteurs, synthesizers)², guaranteeing a high scientific level to the process, and those who also actively advised the General Secretariat during the Symposium discussions: Bernard Bouzou; Yves Gendron (ADEUS); Francois Moisan (City of Québec); Christine Vergne (Progrédiens); and Serge Viau.
- The City of Québec, and first and foremost its mayor, Bruno Marchand, for his decisive contribution to the success of the Congress, along with Renée Desormeaux, Director of the Culture and Heritage Department and Catherine Labonté, International Relations Advisor, who from the outset showed critical courage with regard to the

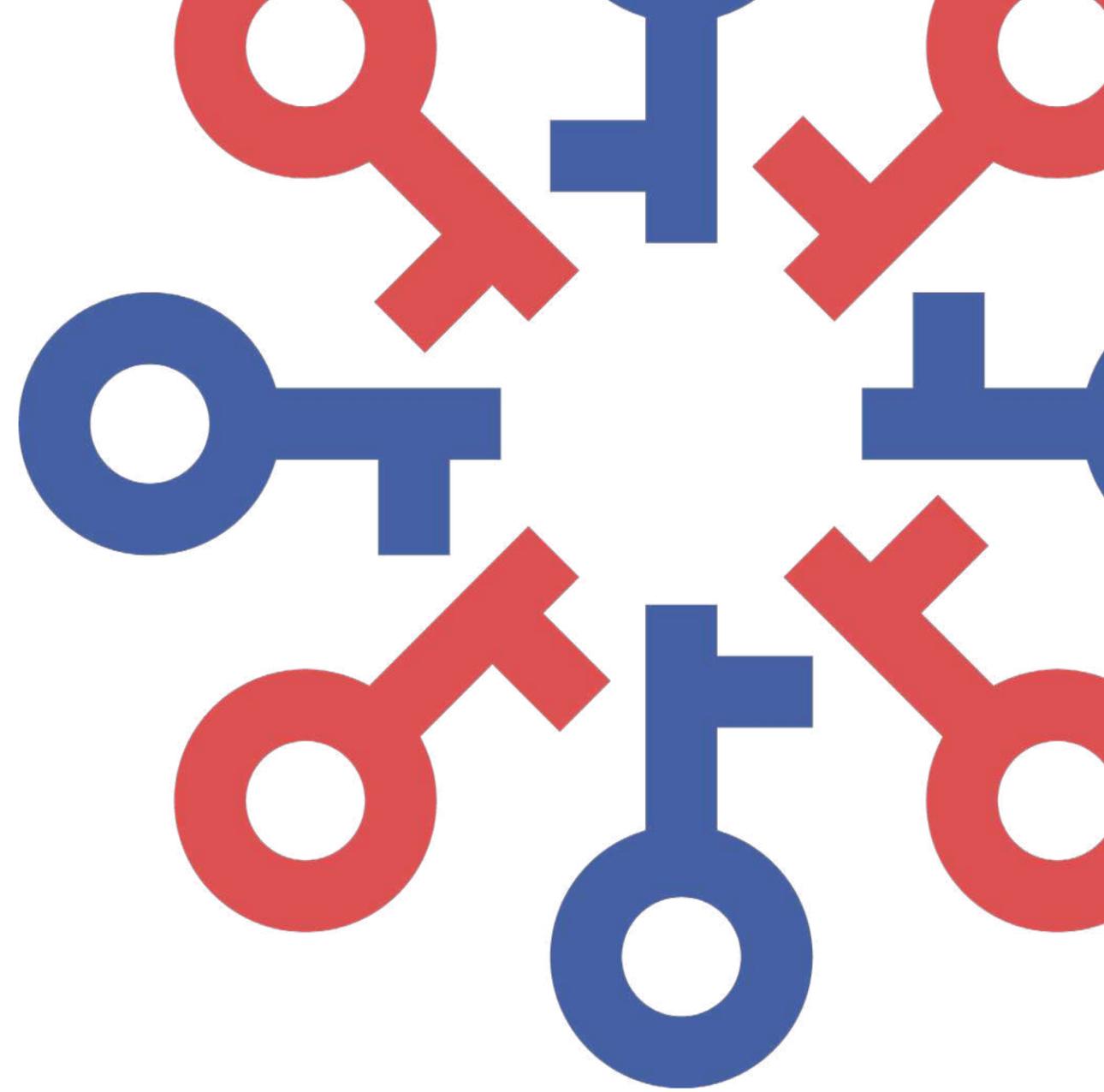
¹ Bruno Marchand, Mayor of Québec; Pierre Hurmic, Mayor of Bordeaux; Philippe Close, Mayor of Brussels; José María Bellido Roche, Mayor of Córdoba; Victor German Boluarte Medina, Mayor of Cusco; Mato Frankovic, Mayor of Dubrovnik; Carlos Pinto de Sá, Mayor of Évora; Ron Nirenberg, Mayor of San Antonio; Souad Abderrahim, Mayor of Tunis; Mato Frankovic, Mayor of Dubrovnik; Carlos Pinto de Sá, Mayor of Évora; Ron Nirenberg, Mayor of San Antonio; Souad Abderrahim, Mayor of Tunis; and Remigijus Šimašius, Mayor of Vilnius.

² Silvia Arroyo Duarte, Faïka Béjaoui, John Bold, Bonnie Burnham, Darío Cardona Sosa, Alfredo Conti, Monika Goettler, Álvaro Gómez Ferrer, Martha Lucía Gutiérrez, José Carlos Hayakawa, Carlos Hiriart Pardo, David Johnson, Zachary Mark Jones, Michael Kloos, Joanna Koszewska, François LeBlanc, Christophe Loir, Anne-Laure Moniot, Matthias Ripp, Miguel Rivas, Sylvain Schoonbaert, Philip Stein, Maxime Thibault, Sari Uricheck, Prosper Wanner.

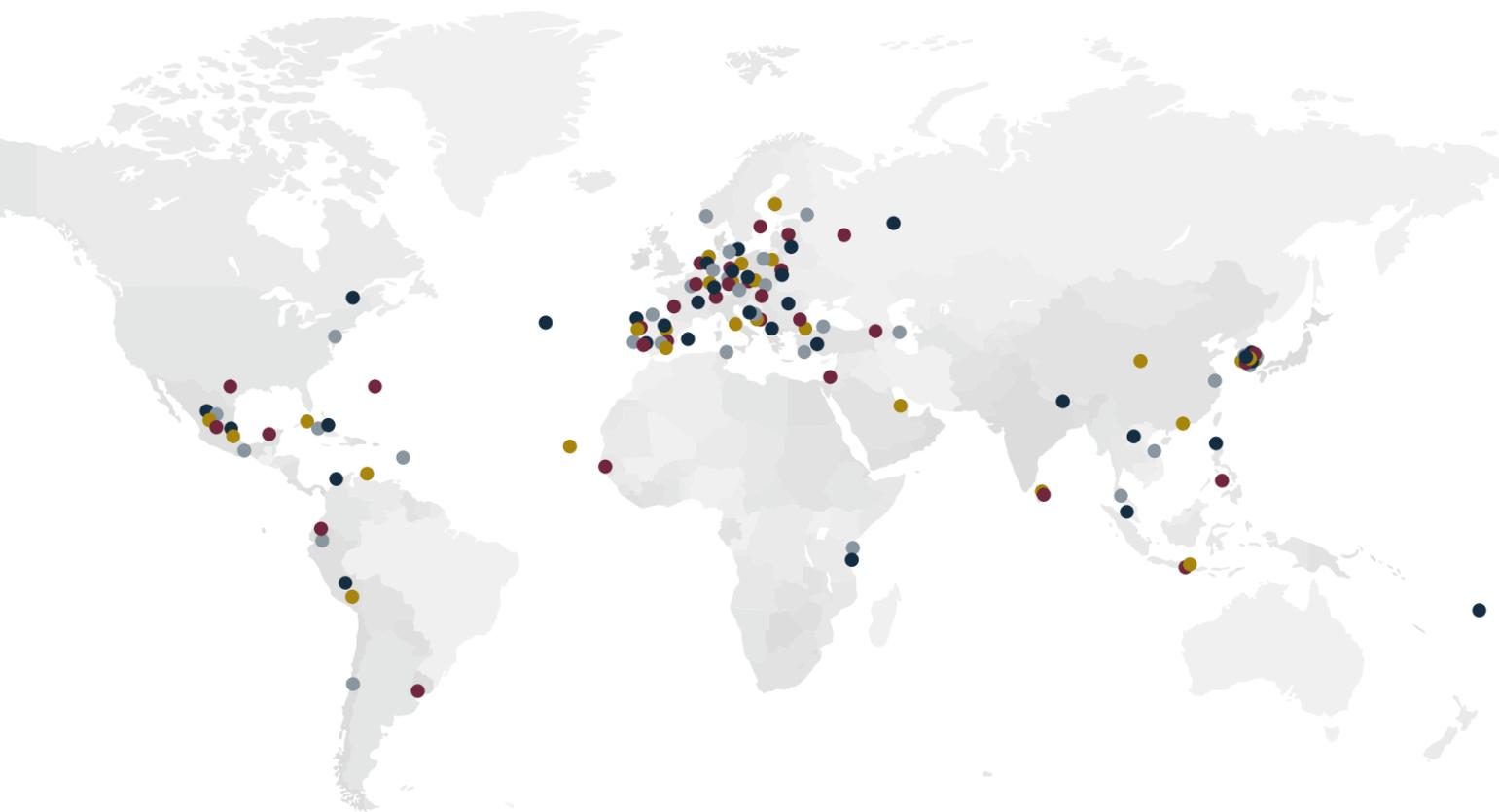
orientations suggested by the General Secretariat. I would also like to thank Caroline Bérubé and her team at the Congress Centre, as well as all the municipal teams who contributed to the smooth running of the Congress.

- Isabelle Lacasse, television and radio host, for her outstanding animation throughout the Congress and especially the three sessions of the symposium.
- Marie-Jules Bergeron and Jean-Sébastien Bouchard, experts and facilitators in high performance collaborative work from “En mode solutions”, for their coaching.
- The Ministère des Relations internationales et de la francophonie of the Government of Québec, with which the OWHC signed an agreement strengthening the recognition of the Organization and facilitating its future operations, and the Parks Canada Agency, which renewed the confidence of the Government of Canada in the Organization, opening up new prospects for cooperation.





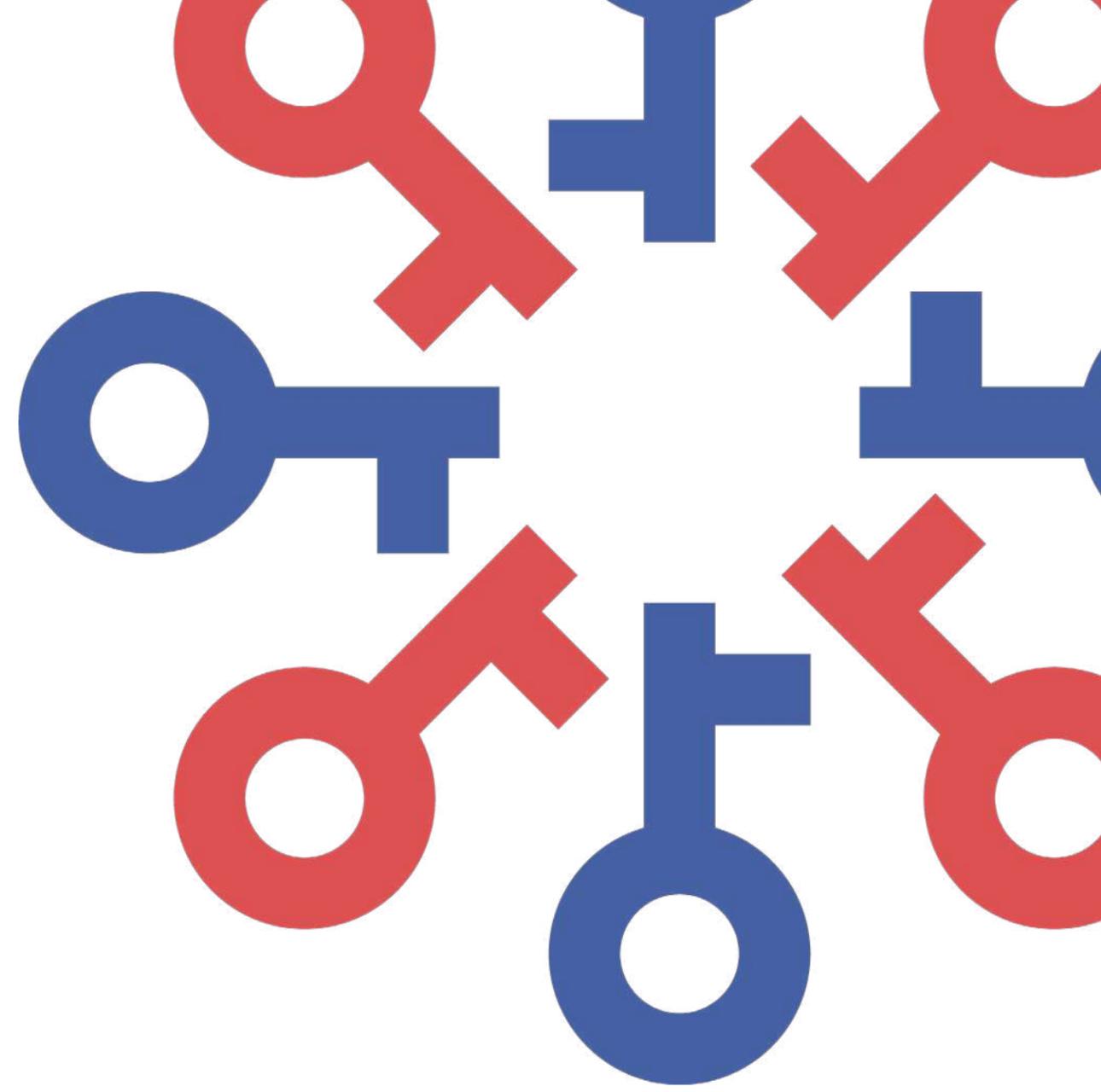
List of Participating Member Cities



List of Participating Member Cities

- Angra do Heroísmo (Portugal)
- Aranjuez (Spain)
- Bamberg (Germany)
- Bordeaux (France)
- Bruges (Belgium)
- Brussels (Belgium)
- Budapest (Hungary)
- Colonia del Sacramento (Uruguay)
- Cordoba (Spain)
- Krakov (Poland)
- Cusco (Peru)
- Dubrovnik (Croatia)
- Évora (Portugal)
- Gyeongju (Republic of Korea)
- Jongno-gu (Republic of Korea)
- Kandy (Sri Lanka)
- Havana (Cuba)
- Le Havre (France)
- Luxembourg City (Luxembourg)
- Marrakesh (Morocco)
- Melaka (Malaysia)
- Mexico City (Mexico)
- Morelia (Mexico)
- Namur (Belgium)
- Oaxaca (Mexico)
- Philadelphia (United States)
- Québec City (Canada)
- Querétaro (Mexico)
- Regensburg (Germany)
- Rhodes (Greece)
- San Antonio (United States)
- San Pablo Villa de Mitla (Mexico)
- Sawahlunto (Indonesia)
- Split (Croatia)
- Stralsund (Germany)
- Tel-Aviv (Israel)
- Tunis (Tunisia)
- Warsaw (Poland)
- Vienna (Austria)
- Vilnius (Lithuania)
- Willemstad (Curaçao)
- Xochimilco (Mexico)
- Zamosc (Poland)

Also attending as observers during the 16th World Congress were representatives of the cities of **Montreal** (Canada) and **Rabat** (Morocco).



Annexes

Annex 1

VIRTUAL “DELEGATIONS’ INPUT” OVERVIEW



**Delegations' input
Virtual contributions**

Click on the link or scan the QR code on your phone to read all the contributions

<https://www.eurom.org/wp-content/uploads/2022/12/mandala-post-it-eurom.pdf>

Annex 2

VALIDATED STRATEGIC AXES 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.



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