Québec Roadmap

TOWARDS A “NEW URBAN PROJECT” FOR THE OWHC IN 2024
INTRODUCTION

The member cities of the OWHC adopted the “Quebec Roadmap” at the 16th World Congress (Quebec, Canada, September 6-9, 2022). This Roadmap establishes the general operational framework for the exploration and experimentation phase which will start in the fall of 2022.

The member cities have effectively committed to participate in an unprecedented cooperation experience which will lead to the affirmation of a doctrine specific to the Organisation, the “New urban project”. It will intend to renew the existing urban practices which, still too often, oppose the conservation of the heritage and the city’s need to adapt. New practices will be tested through “pilot projects” carried out within “collaborative networks” formed by cities sharing the same objectives. The OWHC aims therefore to quickly acquire the necessary means to support its members in carrying out large-scale projects, capable of transforming their urban environment and responding adequately to their multiple challenges, while preserving their specificities and heritage resources.

The “Roadmap” is oriented towards action and “working together” to find different ways of thinking about the city, of planning it differently in a political, strategic, and technical environment in full transformation.

POLITICAL VISION

What motivates member cities and determines the particular nature of their commitment to the implementation of the “Roadmap” is an ambitious political vision (see Annex 2). This was borne out of a shared understanding of the issues facing members. It provides an original response to a difficult context created by the combination of crises and challenges amplified by climate change. World Heritage cities are in fact today confronted with new situations which oblige them to implement other practices and other modes of governance.

This political vision encourages us to address these changes as a system of resources and constraints that can be mobilised in favour of a renewed approach to the city and heritage that promotes climate transition:

- As the core of cities, the historical areas have shaped their identities. As a living entity, the historic city must continually adapt itself to continue being the foundation for the future development of the whole urban area.
- Interventions in these areas must preserve and dynamize all the functions that have to coexist in order to constitute attractive living environments.
- Their development in modernity must be carried out with respect for the idea that the city is made to live in and for the integrity of their heritage which must be regarded as an irreplaceable resource for quality community life.
- Local governments must create and maintain a permanent dialogue with all the actors involved in the development of the city.

Three (3) Strategic Axes define the scope of this ambition. They will serve as a benchmark for evaluating the different stages of the process. The Strategic Axes express the complexity of the urban issues facing the members of the OWHC; they also affirm a certain idea of the city which claims heritage as a resource carrying intrinsic values, and which considers inclusiveness, cohesion, resilience, and appropriate governance as essential values.
Nine (9) Operational Objectives materialise prospects for action. They will ensure a common ambition while promoting local solutions according to the specificity of each city. The coherence and complementarity of the Operational Objectives ensure a wide range of possible interventions. By sharing their experiences, the reality of the problems encountered and their opportunities, the cities will identify amongst these objectives those that best meet the challenges they are in the process of meeting and those that still have to be met.

GENERAL STRUCTURE OF ACTIVITIES

In accordance with the mandate given to the General Secretariat (see Annex 1) during the Quebec Symposium, the “Roadmap” action plan will be developed with the participating cities for its implementation in 2022-2024. It will be a question of organising clear and effective practical conditions allowing the follow-up of actions on the ground. The “Quebec Roadmap” should create opportunities in terms of exchanging data, sharing experiences, creating cooperation, learning, etc. To achieve its objectives and keep its commitments over time, it must ensure

- The creation and animation of collaborative networks;
- The collection of information on known experiences in the same fields of intervention (case study);
- The design and implementation of pilot projects;
- The modes of learning and transfer of experience;
- The identification of good practices;
- The analysis of the results in order to develop methodological elements;
- The design of projects with a view to partnerships and broader funding.

The general structure of activities is organised as follows:

A first step of “conception” will aim, on the basis of the analysis of experiences already acquired in the participating cities, to constitute “collaborative networks” according to shared interests and objectives. It is within this framework that “pilot projects” will be developed which will make it possible to explore concrete responses to solve specific problems.

The second step of “implementation” will aim to deploy as many “pilot projects” as possible in a variety of cities. The ultimate goal of these “pilot projects”, by definition simple, which must be carried out quickly and with few means, is to carry out demonstrations, or to propose different solutions by favouring the search for alternatives to the usual ways of doing things.

The third step of “evaluation” will target the possibility to learn lessons and decide on the diversity of responses that the cities of the OWHC can offer thanks to the wealth of expertise thus revealed. The outcomes of the “pilot projects” will be pooled, allowing global learning on all the issues developed by the Congress; and the identification of good practices, methodological elements and a global and integrated understanding of the issues related to the various problems addressed.

The OWHC will provide support in different ways to cities that commit to implementing the “Quebec Roadmap”:

a. Technical assistance for the preparation and implementation of pilot projects;
b. Co-funding of pilot projects in order to complement the funds provided by the cities;
c. Animation and monitoring of collaborative networks which will become “centres of excellence” on the subjects covered.

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1 See Annex 3 for a visual representation of the Roadmap.
In addition, the OWHC will create two collaborative platforms that will be made available to member cities:

d. Collective intelligence platform: it will function as a database in order to collect information relating to the experimentations carried out;
e. Platform for promoting and highlighting key experiences and good practices
ANNEX 1

MANDATE TO THE GENERAL SECRETARIAT OF THE OWHC: TOWARDS THE ADOPTION OF A NEW URBAN PROJECT

SYMPOSIUM – 16TH WORLD CONGRESS OF THE ORGANIZATION OF WORLD HERITAGE CITIES

We, members of the OWHC, participating in the 16th World Congress in Quebec, faithful to the Charter of the Organization, to its values and within the framework of recognized international agreements (1), adhere to the ambition of the OWHC which aims to bring together heritage preservation and sustainable development goals to improve the quality of life in our historic sectors.

While respecting the competences and autonomy of cities, we wish to unite our expertise in order to address the situations caused by the climatic, social and economic crises as well as the opportunities to help us develop different urban approaches, relying on the following statements:

- As the core of our cities, the historical areas have shaped the identity of the city and are the foundation for their development; we should use the strengths of the past to build the heritage of tomorrow.
- Interventions in these areas must consider all the functions that coexist within them in order to constitute attractive living environments.
- Their development in modernity must be carried out with respect for the integrity and authenticity of their heritage.
- As a local government, we must create and maintain a permanent dialogue with all the actors involved in the development of the city.

In this perspective, we are asking the General Secretariat of the OWHC to develop a detailed action plan for the implementation of the "Quebec Roadmap", in accordance with the political vision shared at the Quebec Symposium (see Annex 2). The OWHC will then bring together our ideas and lead our cooperation to help our members to face development challenges, whether in contexts of emergence, reconstruction, or innovation.

By 2024, the Quebec Roadmap should enable the OWHC to adopt a New Urban Project designed to identify and share different solutions to reunite the human, the urban and the nature in order to meet what is at stake for improving the quality of life.

We declare our intention to participate in the implementation of the Quebec Roadmap.

Québec, 9 September 2022

(1) Notably:

- The Convention Concerning the Protection of the World Cultural and Natural Heritage, UNESCO, 1972 supplemented by the Recommendation concerning the Historic Urban Landscape, 2011;
- The Paris Agreement (COP 21) United Nations, 2016;
- The 2030 Agenda for Sustainable Development, United Nations;
- The report The future of our pasts: involving cultural heritage in climate action, ICOMOS, 2019;
- The Vienna Declaration for the Preservation, Development and Management of World Heritage in Dynamic Cities, OWHC, 2019;
- The Recommendation on the role of culture, cultural heritage and landscape in addressing global challenges, Council of Europe, 2022.
ANNEX 2
QUÉBEC ROADMAP: TOWARDS THE ADOPTION OF A NEW URBAN PROJECT FOR OWHC

POLITICAL VISION

CONTEXTUALISATION

The conjunction of current crises creates new and complex situations, which entail renewing the ways of managing and developing cities, and in particular World Heritage cities. This pressure forces decision makers and managers to learn from past mistakes, to correct what did not work properly and thus determine within the framework of a global vision what needs to be improved in order to ensure a good quality of life for inhabitants, to accommodate the new ways of life that are emerging, and to adapt the city accordingly.

Current climatic, social and economic changes must be addressed as a system of resources and constraints that can be mobilised to help member cities implement different urban approaches. The ambition of the OWHC is to change practices by focusing on the following issues:

a. Climate change, the COVID-19 pandemic, the upheavals resulting from new technologies, demographic transformations and the evolving lifestyles and labour markets, are inducing and imposing strong combined and complex pressures on urban environments.

b. The historic city inspires the development of the whole urban area of which it is the essence. As a living entity, it must continually adapt to continue to offer an attractive living environment.

c. The city is made to live in, which means to reside there, to work there, to socialize there, to grow there, to form a community and to open up to others. The way the city is organized and functions determines the quality of life of the inhabitants and the intensity with which they inhabit it.

d. Heritage is an irreplaceable resource for urban development and community life. The conservation of its integrity and authenticity goes hand in hand with modernity.

STRATEGIC AXIS AND OPERATIONAL OBJECTIVES

AXIS 1: Inclusive and cohesive cities inspired by their identities and cultural diversity

OO 1.1 Develop a holistic and shared knowledge of heritage resources and their transformative capacities.

OO 1.2 Stimulate citizens’ sense of belonging and responsibility for the management of built, landscape and intangible heritages in a perspective of sustainable local development.

OO 1.3 Provide a fair response to the challenges of society through the enhancement of heritage capital and the creation of contemporary architecture in continuity with the historic city.

AXIS 2: Resilient cities boosted by the enhancement of their heritage resources

OO 2.1 Strengthen habitability in historic centres as a reference factor for the well-being of users, the release of social and economic potential and adaptation to climate change.

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2 See the following page for a visual representation of the adopted Axes and Objectives.
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.
Quebec’s Symposium: Working Together Towards a New Urban Project

A SHARED VISION FOR COLLECTIVE ACTION

CONTEXT

- Climate change is putting a lot of pressure on cities
- The historic city inspires the development of the entire city
- The city is made to live in
- Heritage is a resource for urban development and community life
Quebec Roadmap
Towards the adoption of a "new urban project" for the OWHC in 2024

THE OWHC
will support the member cities in promoting and monitoring the process (analysis, implementation of "pilot projects", evaluation) by offering technical and financial assistance.

THE PARTICIPATING MEMBER CITIES
will integrate the "pilot projects" into their municipal action plans and mobilize their experts and inhabitants.

THE NEW URBAN PROJECT
will formalize a heritage-led approach for the sustainable development of cities focusing on the well-being of their inhabitants and the quality of life of their communities, through the enhancement of their heritage and the response to the climate emergency.

2022 ANALYSIS
Assessing the situation: needs, challenges, experiences

2023 IMPLEMENTATION
Learning by doing / doing together

2024 EVALUATION
Formalize what has been learned: good practices, priority actions

APPROACH

16TH WORLD CONGRESS OF THE OWHC
SYMPOSIUM: Committing to the Roadmap

17TH WORLD CONGRESS OF THE OWHC
Adopting the NEW URBAN PROJECT

PERSPECTIVES BEYOND 2024
Developing OWHC-labelled projects, negotiating partnerships and securing external funding.