

**Quality method for sustainable development
of historical cities and regions based on
development and enhancement of skills**

QUALICITIES
01.05.2005 au 01.07.2007

Minutes (Toledo - Spain)
12th to 15th October 2005

FORUM QUALICITIES (Toledo - Spain)

Thursday 13th October 2005

I Introduction

Mr Juan MENECEs greets every partner and apologises for the absence of Mr José Luis RUBIO ROJO who will not be able to attend the meetings during the 2 following days.

Mr MENECEs describes the premises in which the meetings will be held for QUALICITIES. It actually was an old Dominican convent. Nowadays, this building has been converted in the headquarters of the University of Castilla La Mancha.

Mr Fernando CIRUJANO, charged of culture for the City of Toledo greets every partner and wishes us all a very good stay in this wonderful city where three different cultures are mixed and shared.

Toledo is a UNESCO world heritage city and offers more than 100 monuments of cultural interest.

Mr Fernando CIRUJANO presents Toledo's inhabitants as serious and open-minded people who are really concerned by their History.

M. CIRUJANO wishes that the AVEC network went on and on and that the exchanges of experiences between members would never stop.

Mr Benoît STIEVENART thanks all participants for their presence as well as the City of Toledo for the meeting organisation.

He introduces the planning of this session which will to begin with an assessment of the work done since the launching meeting in Arles.

Then he explains why we are today working with a new expert group called AFNOR:

For the last six months, a call has been sent by the city of Anderlecht, concerning the expert group associated to our project QUALICITIES to meet the concrete criteria given by the European commission.

Three companies answered the call and among the three answers, AFNOR (French Association for Normalisation) has been chosen because it offered both competencies to support the creation of a quality requirement book of good practices and to advise the partners for the creation of the QUALICITIES label.

Mr Raphaël SOUCHIER thanks the team of Toledo, one of the founder cities of the AVEC network, for their work.

He wants the partners to remember that the project is supporting our towns and regions policies and that it is based on the AVEC charter created in 2000 by town members of the project ecos-ouverture. It meets the need to set up the charter in the every day life of the community.

He reminds the project planning to the partners:

- We are at the end of the “capitalising experience” phase
- Next step will consist in defining common and minimum competencies and standards. AFNOR will support the partners during this phase in terms of method.
- And the step further will be the setting up and testing of the label.

The planning for next steps of the project QUALICITIES will be posted on line on the Intranet QUALICITIES.

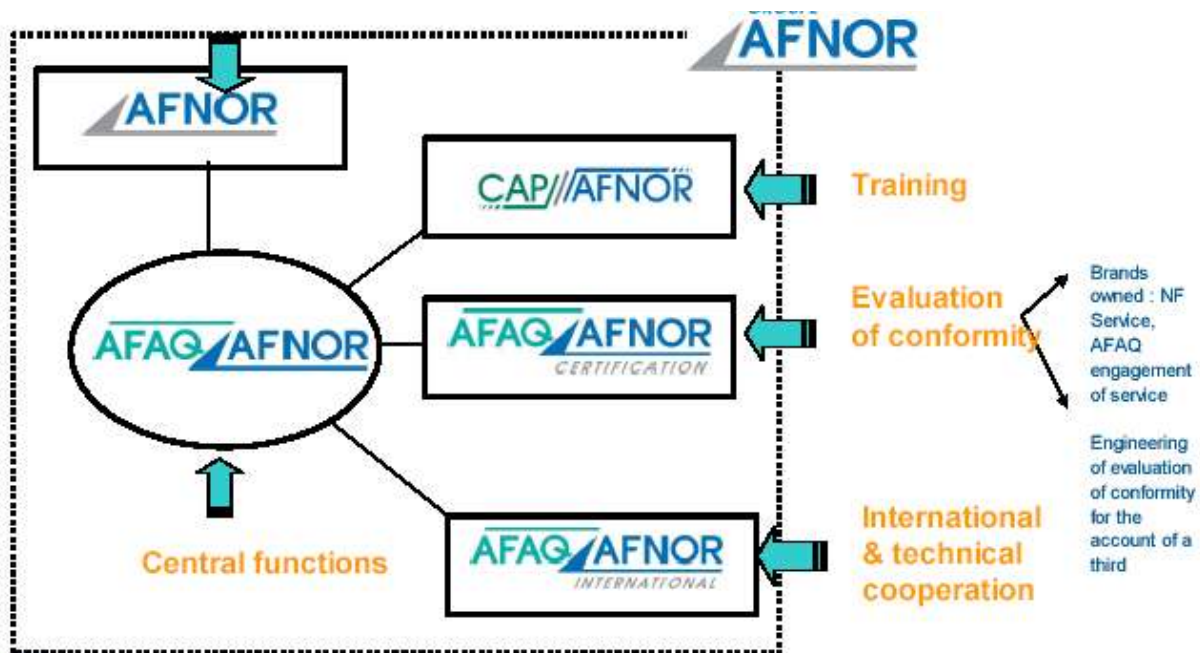
II Introduction of every partner:

- Mr Benoît STIEVENART – Anderlecht - Belgium :
 - > General coordinator of the project
 - Mr Raphaël SOUCHIER – France :
 - >General coordinator of the AVEC network and evaluation expert for QUALICITIES
 - Miss Amandine LEOPOLD – Arles – France :
 - > Quality officer for QUALICITIES
 - Mr Bouzid SABEG – Arles – France
 - > Local coordinator for Qualicities & head of the heritage department of Arles
 - Mr Jean-Pierre BŒUF – Arles – France
 - > Local coordinator for Qualicities & CEO of the tourist office of Arles
 - Mr André HULLO – Vienne – France
 - Local coordinator for Qualicities & head of the heritage department of Vienne
 - Mrs Danielle DENEVE – Anderlecht – Belgium
 - > In charge of culture and education for the City of Anderlecht.
 - Mr José CARDENAS – Pézenas – France
 - > Local coordinator for Qualicities & head of technical and urban services of Pézenas.
 - Mr Gábor POLA – Baranya – Hungary
 - > Local coordinator for Qualicities & technician of the general council of Baranya
 - Mrs Djamila KRALIKOVA – Olomouc – Czech republic
 - > Local coordinator for Qualicities & in charge for tourism for the town of Olomouc.
 - Mr Chris CASARA - Malta
 - > In charge for tourism & director of a company specialized in tourism
 - Mr John De BONO – Malta
 - > Local coordinator for Qualicities & Chief Executive Officer
 - Mr John BOXALL – Birgu - Malta
 - > Mayor
 - Mrs Françoise DUBERT – Tours - France
 - > Municipal adviser of the town of Tours
 - Mrs Roseline GIRARD – Tours - France
 - > Local coordinator for Qualicities & in charge of international projects & decentralised cooperation.
 - Mr Joaquim COSTA – Evora – Portugal
 - > Local coordinator for Qualicities & head of the department of environment
 - Mr Antonio VALENTIM – Evora – Portugal
 - > Local coordinator for Qualicities & department of environment
 - Mrs France QUEMAREC - France
 - > Official representative for the French Ministry of Culture
 - Mr Diego GARCIA – Ubeda – Spain
 - > Local coordinator for Qualicities & head of European initiative department in Ubeda.
 - Miss Julia PUENTES – Ubeda – Spain
 - > Webmaster for a portal dedicated to 3 INTERREG projects in which Ubeda is participating.
 - Mrs Virginie MONTOYA – AFNOR – Paris – France
 - > Consultant for our project QUALICITIES
 - Miss Beatrice FASQUEL – AFNOR – Paris - France
 - > Consultant for our project QUALICITIES

III The French Association of Standardization: AFNOR

- AFNOR cumulates three essential competences for project QUALICITIES:
- analyse of competencies
- evaluation
- certification
- Group AFAQ/AFNOR is specialized in standardization and certification.

- **Group organisation :**

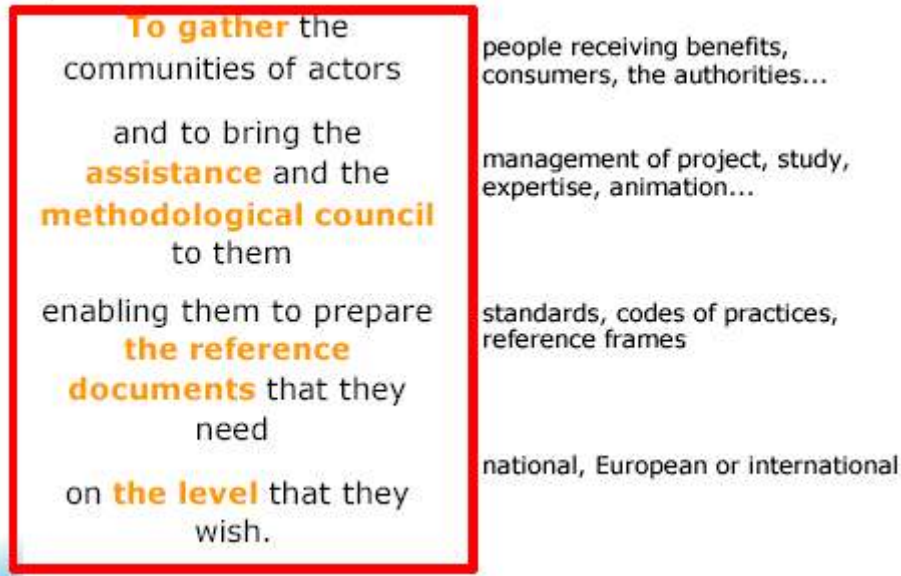


AFNOR takes care of three types of commercial activities:

- Evaluation of conformity (AFAQ / AFNOR certification)
- trainings (cap AFNOR)
- international cooperation (AFAQ/ AFNOR international)

& an association = design of reference frame

- **AFNOR's missions :**



AFNOR is the committee French member of CEN (European Committee for Standardization) and the ISO (International Standardization Organization).

- **Standardization role :**



- Industrial standards:

Historically standardization results from wars and production of destruction weapons. It soon became useful for industrial companies. It allowed better transactions between companies. Today the standards are also used to protect the consumer (safety requirement) & to support the public policy.

- Management standards:

Help with the companies for their operation, their decision-makings...

> Standards ISO 9000.

- Services standards:

Services reference frame.

- **Team AFNOR working on QUALICITIES**

- Virginie MONTOYA



Project officer

- Béatrice FASQUEL



Engineer in standardization

- Sophie LONGERE



Engineer in standardization

- Philippe MOMIRON



In charge for certification development

- **Role distribution**

Team AFNOR is there to bring its experiment and to help us to define our engagements of services in the level of the partners' cities and territories.

This system will function only on the active participation of all the partners.

The ideas, engagements... will be defined by the partners and only checked by AFNOR.

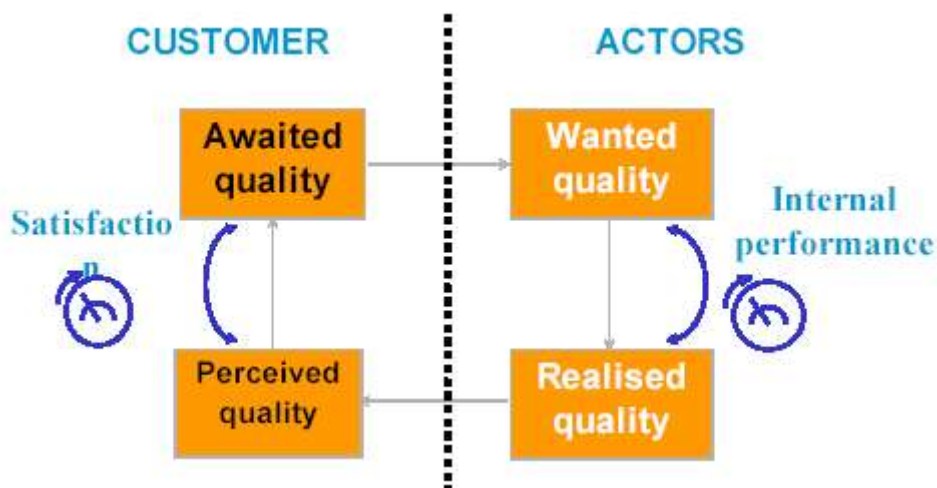
Amandine LEOPOLD will make the relay between the partners and team AFNOR. She will receive all the help of the consultants and will profit from several transfers of knowledge and know how to initially be able to answer your questions and to make the reference frame move and in the second time to perpetuate the project.

IV The Quality approach, general presentation

- Principles of the approach
 - To set rules
 - Not imposed
 - controlled by the actors themselves
 - built on the basis of sharing experiments
 - validated by all
 - To obtain
 - a reference shared and recognized by all
 - a tool of differentiation and recognition
 - In order to
 - convince, give confidence
 - reassure

The project of reference frame will thus be worked out by all with precise rules in order to be different and to emphasize oneself so that one will be able to convince and reassure the consumers.

- What does quality of services mean?



The quality of service consists in reducing the difference between the quality awaited by the customer and the quality which it actually perceives as well as the difference between quality that the actor wishes to offer in the ideal (desired Quality) and what it could carry out (quality carried out).

For this reason it is necessary really to be attentive with customers' request. It is useless to make efforts if they do not correspond to consumers' request.

- **How to convince and give confidence to the consumers?**



- **Two main axes**

- **To clarify engagements:**

- To define engagements with respect to the customer
 - To restore a meaning for the mission at an internal scale.
 - To define the minimal services, the means, competences
 - To support the appropriation of the common values

- **To create tools of improvement:**

- To create indicators of measurement and progress
 - To integrate needs of the customers and the company
 - To apply methods evaluation and to adapt

- **How to describe a commitment?**

- credible,
 - clear,
 - understandable,
 - Verifiable and measurable,
 - visible for the recipients,
 - based on needs of the actors and the recipients

Mr Jean Pierre BŒUF insists on the principle of commitments reachable. It is necessary that each partner is able to keep to his commitments.

Team AFNOR will be there throughout the phase of creation of the reference frame to guide us and alert us if we exceed our capacities on the level of commitments which we wish to undertake

- **Partners' questions**

What are ISO 9000 standards?

In fact standards define great principles of organization of work. They are model process which describe what must be made in a company but it do not induce concept of quality. One writes what we must do but there is no evaluation.

AFNOR is the only French organization which can represent France at the European and international level.

AFNOR thus helps also to write the international standards such as the ISO 9000.

These standards, ISO 9000, do not concern us for our project QUALICITIES.

On the other hand, team AFNOR will take care to adapt the philosophy of ISO 9000 to the project without returning in detail for the partners who would lose much time to integrate their principles.

- **Concrete examples of quality approach on which AFNOR worked**

- NF standard for the French Tourist Offices
- Standards for nautical tourism, hiring of boats ...
- Spot « Bonjour » in France for the improvement of the reception on behalf of the ministry for the culture
- Sustainable development for « Terre Catalane ».



Access for disabled people	1 -	Valorisation of the sites
	2 & 3 -	Quality of receptions and visits
	4 & 8 -	Staff management : Skills and trainings
	5 -	Economic management
	6 & 7 -	Bond with economic and social fabrics local
	9 -	Respect of the environment
	10 -	Continuous improvement

“Terre catalane” sought to set up a quality approach for sustainable tourism.

Tourism was to be used as an economic engine of development of the territory. Several stages were set up by AFNOR and the partners of “Terre Catalane”. They are described above on the right of the photography.

- **Example of requirements applied to Terre Catalane**

- **To facilitate the access to the site**

The site must be able to be localised since the principal accesses of the commune. Street signs must be adapted and standardized in the city, it must be respectful environment. The entry and the name of the site must be clearly visible since the public highway which carries out to the site.

- **Appropriation of the site by the inhabitants**

The site must propose events (exhibition, Festival, Conférences, Open days...) as well as inciting conditions of receptions (formula ambassador, inter-sites card, client card...)

- **Participate to the local development**

The site must play a part in the local economic network, for example, support the deployment of the visitors towards the close trade, the local craftsmen, producers, the places of restoration and the hotels, give the preference to the purchases near the local companies.

- **Difference between a label and a certification**

- **Labellization**

- Internal schedule of conditions
 - Sometimes internal or external control
 - Attribution of the label according to internal definite rules

The Label is the property of a labellized network

Example : Pavillon bleu, gîte de France, étoile des hôtels, ...

- **Certification**

- Rules of certification published in the Journal Official
 - Evaluation on site by an organization certifier(OC)
 - Attribution of the certificate by the OC

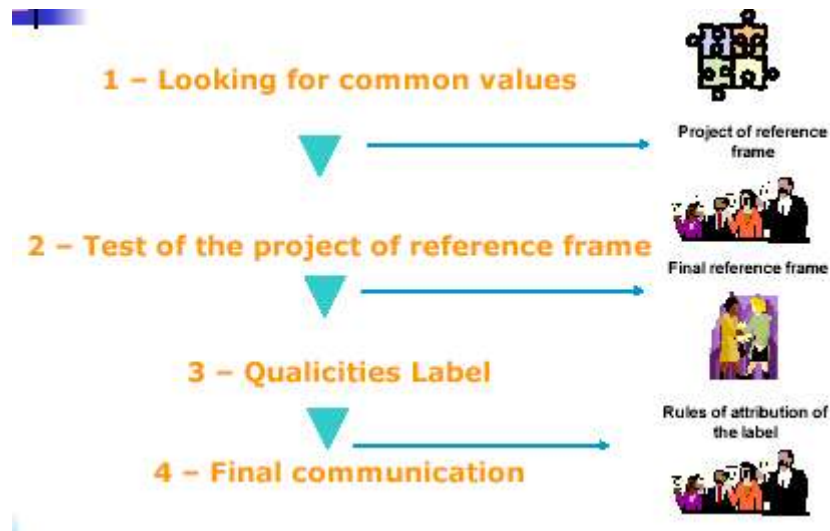
The rules of certification are owned by the OC.

Example : égalité professionnelle, HotelCert, Office de tourisme, NF Nautisme, ...

In what concerns us, we will start with the creation of a label but it is possible to make it evolve towards a certification.

V Quality approach and QUALICITIES

- Method



1 – Looking for common values: visits organized from November in the 8 cities and territories leader of project QUALICITIES. It will be a question of identifying good practices of each community visited to solidify the good practices register which will be presented later during this meeting.

2 – Good practices test: self evaluation table compared to the criteria chosen to build the good practices register > this test will make it possible to refine the reference frame until obtaining from it a final version which will be used for the label.



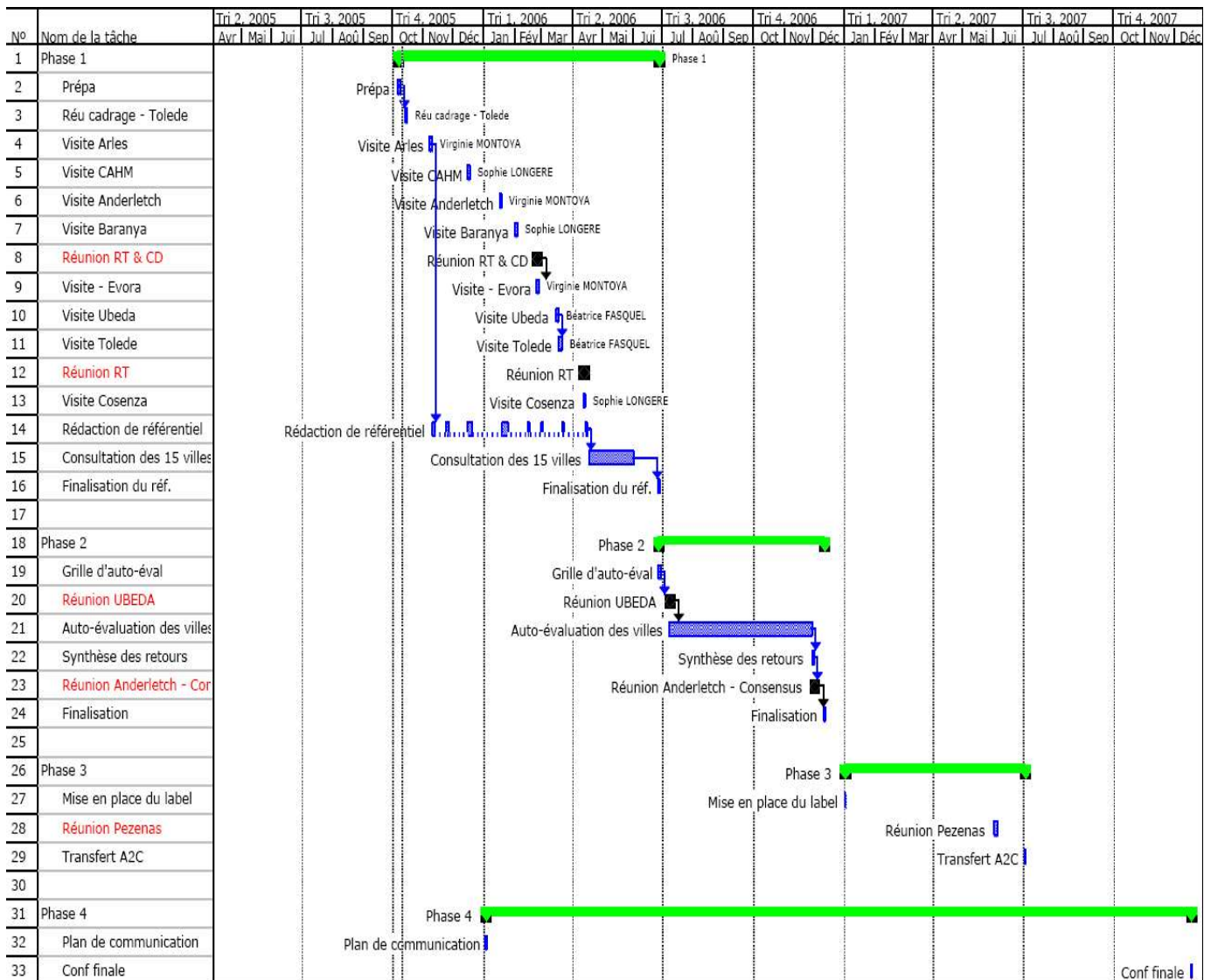
3 - QUALICITIES label: consist in building the methods of assessment the application of the final good practices register and defining the rules of attribution of the label

- **Design** of the engineering of control:
 - Practical methods
 - Planning
 - Constitution of the group of attribution of the label

- **Evaluation visits** for 10 cities & regions
 - Checking of conformity to the reference frame
 - Report of visit

4 – Final communication: on the whole of the project and with respect to the extern people.

New work planning actualised by AFNOR:



- **Step 1 : good practices register design**

On this planning one distinguishes a first stage: the creation of the skeleton of the good practices register. Joint work during the meetings of Toledo to supplement the work carried out as a preliminary by team AFNOR.

Second stage: the visit of the 8 cities and territories leader: Toledo, Arles, Pézenas, Anderlecht, Baranya, Evora and Ubeda. This phase will extend over time from November 2005 to April 2006 and will be used to refine the good practices register.

Third stage: meeting in Evora 24 and 25 February 2006 = first summary of the result of the visits paid until then and more precise drafting of the good practices register.

Fourth stage: consultation of the 15 cities and territories partners to understand and validate the good practices register (April and May 2006). The 15 cities and territories will receive the good practices register and will deliver their opinion

Fifth stage: finalisation of the good practices register in June 2006.

- **Step 2 : evaluation of the reference frame**

First stage: Design of a self evaluation table, a method and instructions. This table will be presented in Ubeda in July 2006.

Second stage: Self evaluation of the towns and regions from July to December 2006.

Third stage: Synthesis of results from self evaluations for the consensus in Anderlecht (December 2006) & finalisation.

- **Step 3 : Qualicities label**

Creation of the label, engineering of control, methods practical, constitution of the group of attribution of the label (restricted committee), level standard

Audit visits = in parallel realized by team AFNOR with reports/ratios of visits.

- **Partners' questions**

- Was work on the good practices which we carried out from Arles useful?

This work has been used to draw up the skeleton of our good practices register; it was thus used to pose the first stone of the building. The visits will be then used to refine this good practices register.

- The definition of good practices is not the same one for all partners, it exists different level of details... How to sort it out?

Team AFNOR undertook to gather the good practices, structure them and leave details to identify the great sets of themes of work.

- What is the relation between the project of good practices register and good practices? What is the project of good practices register?

The good practices register will gather and order the whole of the good practices selected by the partners. It will be a total synthesis of the good practices of every community.

Local good practices of each partner will be gathered, crossed, studied and worked over again to create a document of good practices common to all the partners. This common pot will form in fact the reference frame.

For example we noticed that several partners had quoted their Internet site like good practice on the level of the communication. After having consulted each other one can decide that this element must form part of the good practices register or not.

- Is not there a slip on the level of the philosophy of the project? Are not we directing towards a closed and very precise step?

On the contrary, the working method is very rational to avoid waste of time but actually in the projection of the step all is opened and the objectives laid down at the beginning can evolve without problems.

- What interests us is to identify competences necessary of the community personnel to develop a step of quality. How to establish the link between good practices and competences?

In a general way it is necessary to raise the question to know of which competence each partner is equipped.

It will thus be necessary that each partner has a total reflexion in term of competence of its personnel. They are to make a kind of assessment of competences available.

Then, each requirement (good practice) will have to be studied to determine competences necessary to its good application. One will answer these questions after having defined our commitments and requirement.

- Wouldn't one have to redefine the term of good practices? Is this a tool, a means or an objective?

We will have precisely defined what we understand by good practice before the end of this forum. It is a work which we will make together. It is clear that we have different cultures and languages and to understand each others perfectly, some terms should be defined.

The more so as for the perpetuation of our project, it is necessary that the terms are clear and comprehensible for any person coming from outside. During the next meeting with Evora we will devote time on the definitions.

Mrs France QUEMAREC offers to provide us the documents which had been produced for "Magistère" project in term of technical definitions of words.

VI Good Practices Register Project (GPRP)

1. Field of the GPRP

- Who is concerned by the requirements? Who will have to respect them?

- The GPRP is addressed to a community and not to some individuals.
- We need that the requirements are respected by all the services of the city or the territory, it is not thus to each service to manage itself the requirements which appear appropriate to him but is to the political leaders to check that all requirements are respected by the whole community.
- It is necessary to start to think of the fields that one wants to include in this GPRP: for example does the tourist office have to be included or not?
- Which tools by community one has to put the requirements into practice. The political good-will is necessary but it is necessary also that the technicians have competences necessary and that the community has the tools required.

- Who is going to benefit from the GPRP?

We think that every one must profit from it whether they are inhabitants, private or public actors of the community, political leaders, visitors, associations...

- Who is going to put the GPRP into practice?

Everyone must put it into practice since everyone will profit from it. If the actors feel they can win or improve anything, they will all the more find it justified to put the GPRP in practice.

- Commitment -

ARLES :

The town is committed

Tourism and Heritage are the charge of one key person: Mr Christian MOURISARD, (Elected official, delegated to Heritage and tourism) who undertakes to create a synergy between these two fields. Its engagement makes it possible to develop the work of the technicians of each field in a single total effort.

Our objective is to set up procedures of quality on the globality of the patrimonial and tourist actions. In-house we have a structure suitable for management of Heritage with the broadest possible missions. This structure starts to be recognized and identified in the flow chart of the city.

VIENNE:

We have a "Heritage pole" but it is directed by the conservatives of the museums of the city and by the tourist office. As there was no political directive, this "Heritage pole" did not work well.

We think that it is necessary that the policies are implied in the management of Heritage and tourism of the city so that it functions well.

ANDERLECHT:

The political good-will is very present but the perpetuation of this political representation can be threatened by local elections. We think that it is necessary that the policies are implied in the management of heritage and tourism of the city so that it functions well.

PEZENAS:

According to Mr. Cardenas, the municipal team must define what it ask from of the technicians and it is necessary that the Mayor chooses a project leader which makes pass the requirements near all the municipal services with an obligation of result.

In Pézenas we wish to improve quality of reception in the city (and not only of the tourist office). We wish that the city and its inhabitants adopt the project. We think that it is necessary that the policies are implied in the management of the inheritance and tourism of the city so that it functions well.

TOURS:

Strong commitment from the Mayor. As regard to the setting up of the project, it is the international relations service which is given the responsibility to take the transverse actions between services. The idea of giving a municipal mandate to a service or a person to coordinate the actions between different technicians of the town is to be developed.

BORMLA:

Strong commitment from political representatives. We wish to ally culture tourism and work.

EVORA:

Five or six services are concerned by this project (surround, urbanism, inheritance and historical centre, tourism, international relations). But only one person must make coordination. And this person is not yet defined.

Joaquim COSTA is the coordinator for QUALICITIES with Evora.

BARANYA:

Strong commitment from technicians and elected officials.

But we will have to overcome the elections of autumn 2006. As Baranya is a department and not a city, we must develop a very solid network of actors (local authorities, private associations, actors or official...). The local partnership will be the basis of the good development of the project in the department. We would like to create a space of synergy around Qualicities.

TOLEDO:

At the beginning we had a problem because we work with two different organizations in Toledo: the consortium (which manage the rehabilitation, the restoration and the safeguarded sector) and the municipality of Toledo. Today the consortium is ready to subscribe a convention with the municipality to regulate the operation and the decision-makings for the project.

BIRGU:

The town councils have been created 10 years ago only and mentalities evolved a lot lately. The City wishes that all the inhabitants were concerned and understood the value of the site in which they live. The policies are implied and the inhabitants are very motivated. Work is much institutionalized and depends much on the elected officials.

However the central government of Malta has the total capacity of final decision for all the actions considered. The three cities (Birgu, Bormla and Isla) try to league to be stronger against the central government. They have created trade unions of Cottonera, the area in which the three cities are located.

AFNOR recalls that the project should not be carried by only one person but by the whole community. The partnerships are essential. The whole of the actors must be taken into account.

OLOMOUC:

Political commitment is strong.

UBEDA:

The Town is committed with 3 European projects: « CULTURED », « INHERIT » & « QUALICITIES ».

2. Definitions

In the logical continuation of the plane course of our project of good practices register a glossary of definition of the terms will appear which will have posed to us problems of comprehension during the drafting.

3. Fundamental principles

Local organisation & actors' responsibility

The community is in charge of the project. How does it work concretely?

Does one have to name a carrier of project by community? (That is people or a committee)

Does one have to impose a minimum number of meetings of actors concerned with six-month period to be certain that all the actors feel concerned and are held with the current regularly of advanced project?

Does there have to be a heritage department which takes care of the coordination of all the actions?

After discussion with the partners, it was agreed that each community will have to obtain a person or of a service which will be in charge of the Qualicities project with a transverse mission. He or she will have to be able to gather and mobilize the actors throughout the project.

 Sustainable development strategy

AFNOR ask the partners if they already set up a strategy plan concerning sustainable development in their community.

ARLES:

We have been setting up for this summer a strategy on a local agenda 21.

UBEDA:

In what concerns us, the only approach that we have of the development will be that developed during project QUALICITIES.

EVORA:

We already set up a total strategy of sustainable development

MALTA:

We do not have concrete strategy yet but we have the will to act in this direction

OLOMOUC:

We also already thought of the subject and we start to set up a strategy.

BARANYA:

The “Magistère” project was for us a first approach of sustainable development in term of formation of our future frameworks

ANDERLECHT:

We need to better understand what it acts here. What does one hear by sustainable development? Does it act of plan of development in the long run under consideration by the city or of the sustainable development such as it is described by Agenda 21?

Mr Raphaël SOUCHIER intervenes by specifying that we speak well there about sustainable development such as it is described in Agenda 21.

PEZENAS:

We are afraid with Pézenas to engage us in a trendy movement which will not carry us out to nothing concrete however this step is to be considered.

VIENNE:

We set up an inheritance plan over 15 years concerning every sector of the city and accompanied by a strategy on sustainable development.

TOURS:

We did not formulate precise strategy yet, but some actions were already set up in this direction.

TOLEDO:

We set up a precise strategy and all is made so that the development with Toledo respects local identity as well as environment. We signed a convention and we invested much in the programs of sustainable development.

Friday 14th October 2005

I Introduction

Mr Juan MENECEs excuses the absence of M. The Mayor of Toledo which could not be present today. The convent in which we are for these meetings was lent in a free way by the university which offers the coffee breaks today and Mr Juan MENECEs sincerely thank the University for this non valuable help.

Mr Fernando CIRUJANO excuses himself to have to leave early and not to be able to entirely follow the meeting. He thanks the team of Toledo for all these efforts within the network AVEC and the Qualicities project.

Mr Benoît STIEVENART introduces the program of the day which consists in developing the project of good practices register initially, then to present Internet site Qualicities and finally to organize the 8 visits of leader communities with AFNOR. He kindly requests the partners present to take an active part in the debates of the day.

II Field of the Good Practices Register

Competences

 Skill management

- Skills identification

It is necessary that each community identifies skills of which it lays out and skills which are missing.

- Training management

Does any civil servant of the city need any training?

AFNOR requires of all the partners to provide them documents concerning the identification of competences if they have some at disposal, such as

- **Field of competences which would have already been identified during trainings or other projects...**
- **Position description for every civil servant working for Heritage.**
- ...

Mrs France QUEMAREC offers to provide us the repertory of competences created by the members of the "Magistère" project concerning competences identified for the formations in the sector of Heritage.

- Skills linked to commitments to Qualicities

We will develop them progressively according to the choice of the good practices

- Competences :

PEZENAS:

This year it is the 40ème birthday of the protected area in Pézenas. We have competences in building Heritage and we are creating a staff today.

TOURS:

We have very weak skills in the field of tourism.

We would like to be able to set up a team which supported joint work in the city.

ANDERLECHT:

The City currently works on a project of identification of skills of its personnel. We are at the beginning of a reflexion. We have strong competences in the fields of the social and cultural mediation.

UBEDA:

We try as well as possible to work jointly between the various departments of the city. We work on a document describing the philosophy of management and competences of the actors of Heritage. This document is on the Web site of the city.

VIENNE:

We created a "heritage pole" which gathers various services which were hitherto independent. Communication is better and we can unify our efforts in the same direction. We however have a problem of lack of direction. We would need a person who is able to guide these joined together departments and to coordinate work.

For one year we have set up an overall policy of management of a heritage department.

BARANYA:

The general council manage each field with the assistance of different institutions (tourist office, house of arts, heritage pole...).

ARLES:

We have a field of competences broad and transverse gathered in our heritage department.

We are qualified in the fields of:

- Urbanism : administration of the protected area and historical centre
- Restoration: administration of works from beginning to realization.
- Heritage animation : mediation, teaching activities, documentalist
- Administration of monuments: control of the monuments of the city (reception, ticketing...) = quality must be improved.

However we have big problems to federate the external actors with the service (cultural museums, files, media library, services...).

With the tourist office of Arles, we have position descriptions indexing competences necessary to each station of the office. We are certified French Standard (NF) and we have a person who works exclusively on the qualitative improvement of our services.

AFNOR:

We are not discussing here a mode of organization to impose to all the partners. We simply want to index skills that are necessary to a strategy of sustainable management of Heritage.

Mr Christian MOURISARD adds that the major problem in most of the participating communities is to establish a link between qualified people. Internal communication is often bad and it is difficult to sensitize all the actors around Heritage because they are so diverse.

MALTA:

We need the assistance and the competence of the ministries of tourism and culture of Malta to develop our tourist attraction. We wish to open the market of Heritage to develop necessary skills around the inheritance.

EVORA:

We have a historical centre department and culture department, an environment department and infrastructure department, an engineering department for work... But it is necessary that all work in the same direction.

MERTOLA:

We have problems of skills on the level of:

- Rehabilitation of the old buildings
- Management of spaces of visit and reception
- Local companies which do not have know-how to offer interventions of quality. It is a problem of general training of the population which is not easily adjustable. On the level of the management of the inheritance, planning and scientific work we have necessary competences.

TOLEDO:

We start to develop increasingly close links between the consortium and the municipality. However, we do not have the last word in the decisions taken out of matters of tourism and heritage. It is the State which decides strategies to adopt.

We set up a forum dedicated to heritage in Toledo to sensitize the actors and the inhabitants.

Mr Raphaël SOUCHIER fait define the word competence:

- There are administrative competences, i.e. juridical right to do something or not.
- There are individual or collective competences i.e. knowledge, behaviour and know-how.

Individual or collective competences are the ones we are interested in for QUALICITIES.

We need to know for each community what are competences which it has already and which are that it will have to acquire (by the means of trainings, of recruiting, experience sharing...)

III Presentation of the Internet Portal common to the 3 INTERREG projects: Inherit, Cultured & Qualicities

Thanks to this portal we will be able to exploit synergies between these three projects.

This portal will be independent of the particular Web sites to each project.

Julia PUENTES introduces us the work which she carried out on this project of portal. She asks for the comments of all partners of the three projects to enrich the portal. We could use this Internet space to share experiences between partners of the same project but also of different projects.

The schedule of conditions of the portal imposed a simple use and an extreme accessibility.

You will notice that we made all our possible to respect this criterion. The gate will be translated into English, French & Spanish. But Julia offers the partners who would like to see the page in their native language to translate it and to contact her to put it on line.

On the portal, each partner will be able to enter a private space thanks to a password which will be provided to him later on. This private space will make it possible to the partners to exchange, write and answer messages...

This private space will obviously be confidential.

As regards the contents of the site, there will be publish only information which relates to the 3 projects. We do not want to be redundant with the Web sites of each project independently. The portal will be put in line at the end of the year.

QUALICITIES partners congratulate Miss Julia PUENTES for her hard and brilliant work.

IV Architecture of the Good Practices Register Project.

Good practices related to the European Charter of towns and region of culture and heritage.

Team AFNOR and Amandine LEOPOLD synthesized the work completed by all the partners on the good practices since the launching meeting of the project in Arles.

It is now a question of validating, topic by topic, the good practices which must enter the good practices register which will be the basis, thereafter, of the construction of the label.

We work on the document "N2 Structures of the good practices register " distributed by team AFNOR to discuss point by point what we want to enter the reference frame.

It was often very difficult to classify a good practice in one or the other theme of the AVEC Charter. It was thus necessary to make choices and team AFNOR explains us that they placed each good practice in the topic which they thought of being prevalent.

A debate is launched during the discussions about the minimum and maximum number of points which must appear in the reference frame. Team AFNOR explains to the partners that it is still too early to be

able to establish this type of requirements. For the moment it only deals with indexing what each partner thinks of being essential of a sustainable and quality management in his community. Team AFNOR will then undertake to make a selection according to criteria's of feasibility, common competences... of which it will have had an idea during visits.

1 Historical cities and regions, a living heritage

- Heritage list

- Rehabilitation and/or valorisation of heritage

(Partners chose not to use the terms "historical buildings" and "living places" because they do not correspond to the reality. They are terms too broad and too restricted at the same time. The partners do not want to waste time to precisely define each term during this meeting. The goal being simply to pose a framework that they and team AFNOR will be able to specify thereafter, in particular during visits.)

- Revitalization of Heritage

- Administration of areas and mobility

Each partner can not offer green areas and can not create some. Therefore they do prefer using the word areas in general.

The word "Mobility" includes cycle paths, pedestrian areas...

- Creation and/or valorisation of visit tours at the community size.

Mr Raphaël SOUCHIER brings new ideas:

- Multi-activity (company creation...)

- Social equity

However, for the moment those points have not been validated.

2 Historical cities and regions, heritage and democracy

Communication:

- Creation of an actualised Web site

- Creation of communication tools placed at the disposal of all public.

Each community is free to define which tool(s) it wishes to use and if it wants to subcontract private companies or not. Tool(s) will not be imposed by the reference frame.

- Setting up of citizen participation and consultation tools

- Setting up of a multilingual communication

Accessibility:

- Means to make easier the access to the different sites of the town or region
- Setting up of an educative department
- Accessibility in the town or region
- Setting up of an help/assistance service to citizens
- Accessibility to disabled people (intellectual / physical accessibility)

Street signs:

- International turned street signs
(Pictograms, one or several different languages...)
- Street signs around monuments
- Street signs to indicates directions in the town or region
- Map indicating the location of monuments and site of interest in the town or region

3 Historical cities and regions, culture bay and for everyone

- Organisation of local events
- Participation to the European Heritage Day
- Partnership with other European towns or regions.
- Meeting of culture by and for the citizens
(Social cohesion – Discovery of deferent culture within the community)

4 Historical cities and regions, working for sustainable development

Preservation of Heritage

- Creation of a protected area
- Setting up of articles and conditions to regulate the restoration of buildings.
- Conciliation between innovation and tradition

Rules of life / urban sustainable development

- Social cohesion policy
- Administration of rubbish collection / Sorting out points
- Management of noise pollution
- Management of car traffic / pedestrian areas / public transport development.
- Beginning of a strategy at the local scale to set up the Agenda 21.

At the end of discussions, the partners decided to detach the good practices register from the AVEC charter creating a proper QUALICITIES reference frame.

Although the partners decide not to follow the structure of the charter, the principles which come out from it will be applied and team AFNOR with the assistance of Amandine LEOPOLD will be given the responsibility to take care of their application.

V Organisation of visits

Towns and regions visited:

Anderlecht
Arles
Pézenas

Evora
Ubeda
Toledo

Baranya
Cosenza

Purposes of visits

- Meeting with various local actors
- Inform & mobilise all actors
- Identify requests and needs of every actor as well as commitments necessary to the approach.

Organisation of a visit

- 2 days visit

- Meeting with:
 - Local coordinator(s) QUALICITIES / AVEC
 - Tourism actors (tourist office, elected officers, animation officers...)
 - Local community representatives
 - Economical and social actors
 - Any one judged interesting to be interviewed.

Each partner must decide whether it prefers to leave the AFNOR expert alone with the people met (to give them confidence) or to accompany them.

Meeting places are to be defined with interviewed people.

- Type of meetings:

Face to face (4 or 5 people maximum = around 1h30 per meeting)

In group (exchanges within a department, a company...)

Collective meetings (presentation & growing awareness of the public to Qualicities + exchanges with the public)

Poll (inhabitants of the community + visitors)

- Agenda:

Given only to help preparing

To be confirmed with avec Amandine LEOPOLD and AFNOR experts.

- [Preparation of the visit](#)

To prepare the AFNOR visit, partners are invited to follow the document "N1 Visit guide".

The local coordinator will have to inform people that are going to be interviewed of the stakes of the visit.

It would be good in addition to make them fill out the questionnaire which is in the document "Visit guide".

"Visit guide" is a tool to help each one to prepare the visit but it can be modified and discussed according to characteristics of the visited community.

The local coordinator merely has to talk about it with Amandine LEOPOLD or AFNOR experts.

 [Information to give to AFNOR by every partner \(visited & not visited\):](#)

Every partner are invited to fill the following questionnaire designed by team AFNOR to prepare better the visits for the towns and regions that are going to be visited and to understand the situation in towns and region that are not going to be visited.

Each partner will have to send the fulfilled questionnaire to Amandine LEOPOLD.

The number of visited towns and regions is limited only for budget and administrative reasons.

Organization of the city

AVEC/Qualicities organization at the local level

- - Coordinator: function, time identified for Qualicities,
- - Local council? Status, working modalities

Your point of view on the local organization

- - Advantages and inconveniences of the current system
- - Envisaged, wished evolutions ...
- - Actions implemented to reach there, schedule of due dates
- - Other remarks

The offer of the city

The activities, the services and the products

- - What is the offer of the city? Data collection, classification and description of the activities, the services and the products.
- - What qualitative measure is made?
- - What is the system of promotion used?
- - What is the system of marketing used?

The producers of activities

- - Who are the actors?

Your city

The force of the city

- Quote in ascending order, five main force

The inconveniences of the city

- Quote in ascending order, five main inconveniences

The current actions

- actions being implemented and their schedule
- action to be elaborated and schedule

The difficulties met

- Express and classify, of your point of view, in order of importance, the main problems which are necessary to resolve to achieve the project Qualicities
- Solution under consideration

The QUALICITIES project

Situation with regard to the subjects of the charter

- Alive patrimony
- Patrimony and democracy
- Meeting of the cultures
- Sustainable development

Other comments

- [Organisation of meetings with AFNOR experts](#)

Visits will be held between November 2005 and March 2006.

It is necessary to have every date defined precisely before mid-November 2005.

- Arles = November 2005
- Pézenas = January 2006
- Anderlecht = January 2006 (2nd or 3rd week)
- Evora = February 2006 (before or after Qualicities meeting)
- Toledo = February 2006
- Ubeda = February 2006
- Baranya = March 2006 (end of the month)
- Cosenza = April 2006 (before or after Qualicities meeting)

VI Validation of the reference frame

Throughout the visits, the reference frame is going to move and enrich. Regular mailing will be performed by AFNOR or Amandine LEOPOLD to ask you to validate the changes.

It is the work of every partner to quickly answer to these mailings, validate changes or give new ideas or comments.

VII Internet site QUALICITIES

Benoît STIEVENART presents the Internet site of the project. To consult it, you are invited to go to the following address: <http://www.avecnet.net/siteavec/qualicities>

The Web site will be published in French and English in the future.

One will find there all public information of the project such as the documents of presentation of the project, the stages of the projects "Qualicities tables", a database, a identity card + Curriculum of each partner with their addresses and phone numbers (except refusals) and any kind of documents you will need to follow the evolution of the project.

Thank you in advance for sending your curriculum to Amandine LEOPOLD

VIII The QUALICITIES Intranet

Amandine LEOPOLD presents QUALICITIES Intranet.

QUALICITIES Intranet will be used to host private documents related to our project, to chat through the private forum, to edit messages and news ...

Instruction documents are distributed to each partner.

To enter the Intranet QUALICITIES, go to :

<http://www.avecnet.net/siteavec/SPIP>

Id: qualicities

Password: projet

Intranet is composed of a home page in which you merely have to click on the link “projet QUALICITIES” situated in the upper part of the page.

On the page “projet QUALICITIES” , partners will find on the left a table called “rubriques” in which they will be invited to click on “work document” , “newsletters” , “meetings” and contact.

At the bottom of the page, partners will click on the link “Espace privé” to reach their personal area. They will have access to several icons.

“Discussions” is the access to Qualicities forum.

“Edition du site” will allow partners to edit their own articles.

VIII QUALICITIES logo

For the moment the chosen logo is:



But changes have been requested:

- The text should be: “Développement Durable des Villes de Culture / Sustainable development of Cultural Cities.”

- Find a way to structure the 2 logos (AVEC and QUALICITIES), to show that QUALICITIES is a service offered by AVEC, as both logo are to be frequently presented on the same supports

The graphic designer will work on the logo and all partners will be consulted as soon as possible.

IX Next meeting

To improve the organisation of the meeting in Evora, amandine LEOPOLD will be in charge of gathering the information and sending it to the right persons to avoid confusions.

Dates: Friday 24 & Saturday 25 February 2006 = QUALICITIES
Sunday 26 & Monday 27 February 2006 = AVEC

Mr Raphaël SOUCHIER thanks:

- Virginie MONTOYA & Béatrice FASQUEL from AFNOR for their work,
- Juan MENECEs et the City of Toledo for the quality of reception
- Benoît STIEVENART & Amandine LEOPOLD for the animation of the project until now
- The whole partners for their active participation and work
- Interprets and stewardess.