



# QUALICITIES Meeting

## February 24<sup>th</sup> & 25<sup>th</sup>, 2006 - Evora - Portugal



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Friday, February 24th



**Reception by Mrs. Araujo, deputy mayor of Evora, delegated to culture**

**Christian Mourisard**, deputy Mayor of Arles, delegated to heritage and tourism and president of the AVEC association thanks:

- the team of Evora for its exceptional work
- Raphael Souchier, project animator, who worked for the organisation of this meeting
- Amandine Leopold & Benoit Stievenart, coordinators of the project.

**Benoit Stievenart reminds the partners of the different steps of the project:**

The project began 8 months ago.

The first phase of initiation proceeded during the first half of 2005. It started with Arles. Then came all the phase of setting up of the project, i.e. the phase of call to tender, selection of AFNOR experts and beginning of the visits.

The 8 leader partners are supposed to be visited. It is a process which makes it possible to enter all the good practices carried out in these cities, a kind of census of the good practices and not an audit of the quality of the actions.



**Round table of the communities visited by AFNOR team:**



The 4 partner cities which already received AFNOR experts are the cities of Anderlecht, Arles, Pézenas and Evora.

 [Bouzid Sabeg, head of the heritage department of Arles:](#)

"We are thus the first to have received the visit of AFNOR and I must say that we had the feeling in our city, that this visit was the starting point of something that the whole partners and external services of the City waited.

Since the visit, which took place in mid-November, people ask a little for the return of these two working days, which were very charged. One realized indeed that to answer the question, two days were almost too short.

We were obliged to present a maximum of key people in a minimum of time, what was actually frustrating enough. We did not even have time to draw up an assessment of our visit together and we would have liked that the expert, who came, could meet other people.

Anyway, we felt that people interviewed by AFNOR feel invested in their responsibilities with respect to the city.

The concept of European label of quality is a really important concept and it is felt that people are ready to take part with us in the work for the quality approach in the city.

In conclusion, we are glad to be numerous to carry such a project; we had the feeling that it was the beginning of something. Thank you.



 [Danièle Deneve from the city of Anderlecht :](#)

"For the commune of Anderlecht, I join what said Mr. Sabeg. That was a little the same experiment.

The visit took place January 19th and 20th . We did not have time yet to set up, I would say, a process of continuity, but this visit made it possible to present the project to the people who were going to be questioned.

It was not a check, or an audit visit, as that could have been feared at the beginning. We tried to explain to all the people who were going to be heard, that what was asked was a description of current state of their achievements.

Personally, I was pleased to accompany the AFNOR expert, which made this visit in Anderlecht and it is true that I discovered what the services of municipal authorities were really able to do.

I especially noted with which happiness people expressed themselves. If there is something very positive to withdraw from this experiment, it is the fact that each person in charge for a department or a service could speak freely about his work . And I would say that we realized very quickly that there was a deficit of communication, inside the services of the community.

We realized that each department accomplished enthralling things but only in an individual way and without real dialogue with the other services of the municipality. That made us think, and gave us the idea to create a body of connection between the various people who work in and around Anderlecht, and especially, to communicate it to the principal interested actors, i.e. the population.

In our case, that supposes, and it was already underlined, during the meeting of Toledo, the integration or at least the reception of people who arrive from the whole world, because it is a specificity of our city.

Benoit pointed out yesterday and I was unaware of it, that the population of Anderlecht grew in a completely exponential way, by the contribution of people who come truly from the whole world. A pallet of cultures which is remarkable, which is our richness, and of which each one must become aware, I believe, because there are reactions which are not always positives.

The visit of AFNOR was also the occasion to have somebody objective which came to listen to what people had to say.

We must be wary of the self incensement. We must also be wary of a glance which does not have the possibility of establishing comparisons, and thanks in particular to the questions which were raised by AFNOR expert, at the time of these visits, we had the possibility of advancing or of opening to new perspectives.

That is all I wanted to say about this visit."

 [José Cardenas from the city of Pézenas :](#)

"What I would like to say, it is that the things were well prepared in Pézenas. People who were to be auditioned or to have an interview, had been informed and prepared since I had joined together them before. I had explained what the purpose of the visit of AFNOR was. I insist on



this point, it was a visit and not an audit. The questioned people were well prepared and very open. We mobilised the cultural department, tourism department, the economic actors of the city and in particular, the president of art crafts of Pézenas as well as a personality of Pézenas, Mr Ivora and his wife.

It is a couple whose husband is a joiner of art, the wife is American, she is a former scientific and one day behind their workshop (they live in the historical centre of the city), by excavating very little, they found that the ground was a little movable. Inside their house, they discovered a well, which had been filled, then they have dug it and it is now 23 meters depth. It is Mr Ivora who only goes down in the well and Madam who pull out all the mud. They sort and they recompose potteries. There are thus 23 meters of history which are exposed on their premises.

I return to the work which was made by Sophie. I accompanied her, to introduce her the city and people whom she was to meet. But I did not take part in the interviews. People expressed freely and said what they had to say. They especially said what they did, how they saw the project. After reading the report of visit, I have overdraft certain things which I did not know. For the cities which are still not been visited by AFNOR, I advise you to do it, because you will discover, as I did, things of which you do not suspect and who exists in your City.

AFNOR is an organization of control, of certificate and one always fear speaking what could be the result. But all that can be turned over by AFNOR is positive, even if it is critical, it is positive. I encourage you to do it as soon as possible, because that will help us for the continuation of the program. Thank you»

 [Antonio Valentim from the city of Evora:](#)

"We were pleased to receive the visit of AFNOR yesterday. I believe they saw that our services are well established. Our department coordinator is the environment department but we contacted the service of culture, heritage, tourism and all the services which are linked to QUALICITIES. I think that the city is well located in this project. But to summarize we had the same experience as the partners cities previously quoted»

### **Sum up of the visits done in Arles, Anderlecht & Pézenas**

Cf. appendice, document 1

### **Assessment of good practices and competences indexed during visits**

Cf. appendice, document 2



**Political orientations of the project:  
Christian Mourisard, political representative of the city of Arles**

"I believe that in this type of project, there must be an investment not only of the elected officials in charge for heritage or tourism but also of the representative of the city. And in order that a project as this one succeeds, it is necessary that there is, through all the difficulties which one can encounter, the sharing of the capacity not only political but also on the level of the technicians.

The heritage today has both a very important social and economic dimension in our cities, often registered as heritage of humanity. Heritage, which is visited by million tourists each year, requires that we share our experiment on this subject. In this project, we all are not equal and that a good thing, because in this way, equality would be monotonous and sad. According to our capacities, we manage to partly overcome our difficulties thanks to this sharing of experiment. Because, every time someone brings something in our partnership, it is time we are saving.

The investment on behalf of the elected official to carry this project, to work in osmosis with our technicians and sometimes to especially indeed, be the engine of the local projection of the project is essential.

For some, what we are making here today does not represent something very important. This is a mistake. I believe that we are working for our cities and communities, for the future and the questioning about our public services, i.e. what type of services do we have to offer to our citizens? Our citizens are not the only target. People who come and visit us are also concerned. I think that the work done by AFNOR today is the equivalent actually of the act of taking a picture of what exists here and there and to comparing them. There are nice pictures, funny and interesting ones... But what we have to achieve together is taking advantage of this study to progress in our own communities according to our possibilities.

I believe that political representatives of each partner community should benefit from this project because it is developing a strong message. We are maybe not the best, but we can be better. I am going to repeat myself during the next few days but I think it is essential for us to be able to count on really involved political representatives. When we look at the city of Evora, for instance, the people in charge of Heritage and Tourism are concerned, but also people in charge of traffic, urbanism, environment... are also concerned. The whole city has to be mobilised.

Thank you for your attention.



## QUALICITIES good practices reference frame

### 1 Application Field

A debate concerning the application field of the reference frame of good practices is launched to set the borders we will have to respect while creating the criteria.

#### QUESTIONS :

- 1) Do engagements relate only to the heritage of the community?
- 2) Does the project aim at achieving sustainable development of the Heritage of a city, or sustainable development of a city having a Heritage?  
Is the heritage the object or the finality of the sustainable development?
- 3) Are the engagements only those of the community?
- 4) If the project goes beyond heritage, how do we establish the link with the region or department?

#### Ubeda:

The objective for us is to develop all the cities which have heritage. There must be a social and economic objective around heritage which is the sustainable development tool of the city.

#### Baranya:

Heritage is the sustainable development tool of the city.

#### Santarem:

Heritage galvanizes all the structure of the city, the interventions on the level of local trade and tourism. Problems of infrastructure in the city: underground collapses, this situation blocks the development of Heritage.

It is necessary that your action passes by heritage, but in the direction of a urban general sight to avoid the cleavage of certain districts. It is necessary that all that turns around heritage forms part of the sustainable development

#### Pézenas:

We choose a sustainable development of heritage which will be the sustainable development tool of the community itself.

#### Tours:

Heritage is the lever of sustainable development. However we would like to point out that it would be preferable to speak about heritages and not about heritage, heritages being also the immaterial contribution.

#### Vienne:

We wish a sustainable development of heritages. It is also necessary to talk about territories and not only about cities. It would be better speaking in terms of community rather than cities to integrate this concept of territory.



#### Arles:

It is necessary to be clear in methodology employed. It is necessary to develop the image of our heritage. In the mind of the citizens, heritage is expensive and pays little. The ideal would be to reverse this tendency. We need to develop sharing and pedagogy around our heritages.

The principle of our label is summarized in fact by the creation of a tool which will enable us to remain coherent between the old and the new of each city. One should not separate the label from policy of each city. We work for the general interest of our citizens. Heritage is the base of sustainable development.

#### Anderlecht:

We choose a sustainable development of heritage which will be the sustainable development tool of the community itself.

#### Isla:

We choose a sustainable development of heritage which will be the sustainable development tool of the community itself.

#### Mertola:

Heritages in Mértola can be inside and outside the city. The concept of community is important. Heritage is only one of the fundamental tools of the development. The general objective of Qualicities is to allow the promotion of a policy of sustainable urban development.

#### Evora

Heritage is the sustainable development tool of the city.

To conclude this debate, we can determine the field of application of the reference frame of good practices as such:

**“Sustainable development of the community through heritages”**



## 2 Definitions

### 2.1 Patrimony

What, coming of past or contemporary creation, possess at present a historic, scientific, aesthetic, cultural, social value ... and call a step of conservation with the aim of the transmission to the following generations.

NOTE The notion of patrimony recovers four axes:

- Cultural patrimony: cultural traditions, knowledge and art of living of a company
- Natural patrimony: landscapes, forests, rivers and rivers, the sea sides, mountains, parks, animal and vegetable species
- Material patrimony: monuments, sites and historic districts, the built, the objects
- Immaterial patrimony: know-how, the standards, the values, the oral traditions, the folklore, the languages, the arts

→ All the aspects which express the peculiarity and/or the universality of the art of living of a population

### 2.2 Management of the patrimony

Coordination and behavior of all the necessary actions to protect, keep and possibly value the patrimony.

NOTE The "economic" management of the patrimony joins in the wider theme of the management of fragile resources with the aim of a sustainable development.

### 2.3 Promotion (communication)

Set of means and techniques allowing to associate a temporary advantage to a product or a service to make him known and to stimulate the sale.

EXAMPLE promotional Techniques: exhibitions, demonstrations, celebrities' participation, sales with premiums, special offers, lotteries, competition, sampling ... It is at the same moment a tool of marketing and communication produced.

### 2.4 Sensitization / to make sensitive to the patrimony

Actions or programs of actions of information of discovery or rediscovery of the patrimony, led in the objective of:

- Return a wide public, or a targeted public sensitive to the patrimony (that is aware of the existence, the value, the rarity or the uniqueness, the fragility of the patrimony),
- To make perceive to this public the cultural and historic value which the patrimony passes on, independently of its aesthetic value and of its qualities,
- To activate positive reactions of conservation to the patrimony.

### 2.5 Valuation / development of the patrimony

To value the patrimony, it is to identify one or several intrinsic value (s) (cultural, aesthetic, symbolic, historic, scientific), to recognize them and to put them in evidence in the objective to return this accessible and understandable patrimony and also in the objective to create some development (cultural, social, economic, tourist, environmental, sustainable).

The valuation of the patrimony requires the application of various functions:

- Search
- Protection, conservation
- The Restoration,



- Conception and management of strategic plans and programs of the valuation of the patrimony
- Administrative and financial management
- Interpretation / mediation
- Communication
- Marketing,
- Animation.

### 3 Fundamental principles

It is necessary to precisely define engagements of the communities, the missions of the project team then animation and organization of this team. The number of meetings is variable according to each city, it is necessary to fix a minimum .

Twice a year at least would be desirable, even if each city does not have the same needs. Then the level of development will decide the frequency of the meetings.

The coordinator must identify the actors, to be a relay of information and to have a role of sensitizing. He will have to establish a report of decision after the meetings. He has a role of leader and must launch new ideas, he must set up an action plan.

He must have a role of management and of setting up and he must also locate new actors. It must take an active part within the team and be committed applying the decisions. He must have a role of referee and make evolve the reference frame beyond the participation.

Competences of the coordinator: to be a good organizer, to have a federation role, he must manage competences of his team. It should be proven that the organizer has a base of training with Qualicities: he must be formed to the common culture of the project.

The team must commit itself making evolve the reference frame. A common language will have to be established within the same team. The cities must make decisions on the level of actors' competences.

At the level of the elected officials there must be briefings, an engagement is necessary.

#### 3.1 Responsibilities of the community

Proposition of requirements	Example
<p>The community defines its strategy of Qualicities by the following stages:</p> <ul style="list-style-type: none"> <li>- Identify his patrimony according to four axes defined in 2.1</li> <li>- Define an integrated politics (cultural, social, urbanism, economic, tourist, environmental), active and explicit of sustainable management of the patrimony,</li> <li>- Define the priorities of the action plan subjected by the local committee,</li> <li>- Implement the action plan and assure the follow-up.</li> </ul> <p>NOTE all the commitments will concern only the patrimonies defined within the framework of the strategy of the community.</p>	



<p>Associate the population to its vision and to its action, through a <b>local Diary</b> (or Action plan) <b>21</b></p> <p>The Diary 21 premise is a program of actions, defining the objectives and the means of application of the sustainable development of the territory. He is elaborated by the stake in coherence of the objectives of the community, in dialogue with the population and all the socioeconomic actors.</p> <p>It is a process based on the diagnosis, that is going to allow establishing a program, itself periodically estimated according to a railing of indicators, to be possibly reoriented in his following stages.</p>	<ul style="list-style-type: none"> <li>- Set up and apply a Diary 21 premises</li> <li>- Communicate and make sensitive on the sustainable development</li> <li>- Involve the population in its daily life</li> <li>- Set up a participative municipal management</li> </ul>
<p>The community sets up an established <b>local committee</b>:</p> <ul style="list-style-type: none"> <li>- Of a coordinator named by the Mayor (or elected equivalent of the community). His role must be politically recognized and supported: influential, neutral pilot, in a strong position.</li> <li>- Of representatives of the actors of the community concerned by the defined patrimonies:             <ul style="list-style-type: none"> <li>- institutional actors: elected members</li> <li>- actors of the patrimony: patrimony, tourism, technical services, museums, ...</li> <li>- associated partners: associations, the NGO, companies, storekeepers, schools ...</li> </ul> </li> </ul>	
<p>The community has to associate all the engaging parties to the definition, to the application and to the evaluation of the politics of private assets management.</p> <p>NOTE One listens by engaging parties: the partners, the public and deprived, the associations, the universities, the regions with a measure of autonomy, are the actors of the local patrimonial life.</p>	<ul style="list-style-type: none"> <li>- Set up meetings extra municipal to discuss the strategy to be led with all the concerned actors</li> <li>- Set up a tool of communication and dialogue for every taken decision concerning the patrimony.</li> <li>- « House of the participation »</li> </ul>

### 3.2 Missions of the team project

Proposition of requirements	Example
<p>The local coordinator QUALICITIES has for mission:</p> <ul style="list-style-type: none"> <li>- The application and the management of the step Qualicities,</li> <li>- The coordination with the various services of the community bound to the patrimonies,</li> <li>- The identification of the actors to imply,</li> <li>- The animation, the sensitization and the mobilization of the local committee,</li> <li>- The organization of at least two meetings a year of the local committee,</li> <li>- The distribution of the information relative to the step</li> </ul> <p>This mission has to be known of all at the level of the community.</p>	<p>Sensitization of the actors in the patrimonies</p> <p>Reunion, periodic bulletin</p> <p>Identify referents on the various subjects: animation, communication ...</p> <p>It minima will evolve according to cities</p> <p>All the actors (deprived, public, citizens)</p>
<p>The members of the local committee have for responsibility of:</p> <ul style="list-style-type: none"> <li>- Collaborate in the application of the step,</li> <li>- Participate actively in the meetings,</li> <li>- Prepare the plans and the actions which will be voted by the community</li> <li>- Undertake to apply the decisions which recover from their competence,</li> </ul>	



- Participate in the evolution of the reference document and the system Qualicities.	
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### 3.3 Competence

Proposition of requirements	Examples
The community has to identify the necessary and available competence for the application of the approach Qualicities.	<i>The affectation of the staff has to be a function of their competence, their motivation and their capacity to manage customers' various types</i>
The community has to identify needs in forming / information and implement them	The annual or multiannual Plan of training of the staff, Device of integration of any new staff. Sensitization of the staff of the community, the hotelkeepers, the storekeepers on the patrimony being on the site of the community, on the places of interest, the history, the fauna, the flora, ... Sensitization of the inhabitants in the reception of the tourists
The community has to make sure that the local coordinator has the following competence: - Quality of presenter, intermediary - Capacity to be federated, to be worked in network, - Sensitization in the approach quality and in the management of project, - Sensitization in the approach Qualicities.	

### 3.4 Rule

The community has to respect the whole regulations in force in its country.

NOTE If according to the local or regional organization, the community has no authority on some of the fields covered by the commitments, it will have to demonstrate that it implemented all which is in its power to get closer to the required level.



**Samedi 25 février**

**QUALICITIES good practices reference frame (Sequel)**

**4 Communication**

**4.1 Tools of communication**

<b>Proposition of requirements</b>	<b>Example</b>
The community has to set up tools of communication adapted to the targeted public: - School, - Foreign tourists, - Groups, - Local population	to Develop several types of documentation: technical book, paying brochure available on every site or plaque supplied free of charge,
The communications must be accessible on various supports.	Updated Internet site sending back towards other sites (associative for example) CD ROM, Brochure, plaque, ...

**4.2 Label Qualicities**

<b>Proposition of requirements</b>	<b>Example</b>
The community has to communicate on the label Qualicities: - Organize a press release or a press conference during the obtaining of the label, - Affix the logo Qualicities on all the documentation presenting the patrimony.	
The community has to give actors of the community, all the elements of implementation of the step: - The reference document, - The context of the step, - The list of the members of the local committee, - The press release, ... This file must be regularly updated.	Newsletter, goods in the local press, the intranet forum?

**5 Accessibility**

**5.1 Traffic**

<b>Proposition of requirements</b>	<b>Examples</b>
The community has to draw up a plan of traffic so motor as pedestrian, which takes into account: - Development of the collective transport, - Make available parking, - Distribution of a traffic regulation.	Access restricts to the historic centre, use of retractable borders.  Free bus on production of the ticket of parking outside the town centre.



## 5.2 Descriptive

Proposition of requirements	Examples
The community has to facilitate the location of the patrimonies by descriptive one adapted: - In neighborhoods and inside the community - In strategic points, by cards or plans of location of the patrimony.	Road sign to track down monuments, artisans, associative premises Panel of the main information to be called back near the patrimony
The community has to use descriptive one clear, legible and understandable of all	Use of europicto.

## 5.3 Reception of the persons handicapped persons

Proposition of requirements	Examples
The community has to welcome the persons in situation of handicap: - Putting at disposition of the information about the accessible progresses, - Specific documentation indicating the accessible patrimony according to the handicap, - Sensitization of the actors of the reception in the situations of handicap.	Card of roads accessible to the persons with reduced mobility Information supplied with language of the signs Implementation of a service of help and an accompanying to the person

## 6 Patrimony

### 6.1 Protect

Proposition of requirements	Examples
The community has to draw up a plan of restoration, interview and conservation of the patrimonies with average and long term	Charter for shop window of shops
The community has to help in the rehabilitation of the environment	Make available resources for the advice in the renovation.
The community has to define and make respect a method of architectural and urban intervention in former centre	Organized by a conditions of contract (exercise book of prescription) to centre the restoration of buildings: definition of criteria ...
Reference companies qualified and specialized by type of tasks to be realized	Appeal to a company knowing the former techniques or being able to reproduce them with the modern techniques.
The community has to favor the development of the competence of the local companies	Training course to the ancestral techniques Distribution of the information about the professional trainings bound to the patrimony
The community has to reassure the neighborhoods of sites	Information about the dangers bound to the site Prevent the degradation of the historic sites

### 6.2 Highlight

Proposition of requirements	Examples
The community has to draw up a plan of illumination of the material patrimonies	« Plan Light »
The community has to fit out the neighborhoods of the built patrimony	Green space Urban furniture integrated into the environment cleaning



## 6.2 Spread

Proposition of requirements	Examples
The community has to favor the display of the patrimonies on its whole territory and not in the former only centre: - Decentralize the places of culture, - Distribute the animations on all the territory.	Develop interactive animations between museums or leisure centers of the town centre and those of the suburb. Setting-up of a cultural place except the historic centre
The community has to favor the integration of the contemporary architecture on the territory of the community	Use industrial fallow lands to create houses, business parks or leisure centers Rehabilitation of an old market with modern materials Construction of a modern district in suburb of a historic centre

## 7 Sensitization in the patrimony

### 7.1 Develop an events politics of the patrimony

Proposition of requirements	Examples
The community has to participate in the European Days in the Patrimony.	
The community has to organize and maintain events bound to the patrimonies	
The community has to identify the various public and adapt the programming of the events to the targeted public (local population, tourists, public young person)	- a Day of the neighborhood, a Day of associations - Festivals, carnivals, local demonstrations, - Studios, adapted circuit, visits told, treasure hunt, ...
The community has to assure the coordination of the events	- Calendar of the animations, - Spreading of the animations over all year, ...
The community has to propose circuits -route, playful and accessible, discovery of the patrimonies of the city	Road of the savours, wine trail, the Roads of the patrimony Propose the loan of cycle

### 7.2 Favor the mediation of the patrimony

Proposition of requirements	Examples
The community has to identify the various public of the local population: - Public young person, - Newcomers, - Minority ethnic groups, ...	- Set up studios adapted to the targeted populations. - Set up of specific tariff politics to various public in monuments, museums and cultural establishments
The community has to develop actions of sensitization adapted to the needs of the identified public.	- Program developed by the library with schools - Program of reception of the newcomers



## 8 Local life

### 8.1 Develop the local economy in link with the patrimony

Proposition of requirements	Examples
The community has to facilitate the setting-up of the businesses and the craft	<ul style="list-style-type: none"> <li>- According to the context of the community: display of the storekeepers on all the territory or help to the setting-up in town centre (fiscal instigation, help to the administrative steps)</li> <li>- Organize the progress on the territory to pass by business streets</li> <li>- Have a politics of help to the new business start-up bound to the patrimony</li> </ul>
The community has to revitalize the patrimony to make it a tool of local development	<ul style="list-style-type: none"> <li>- Rehabilitate former buildings to make it administrative offices, associative premises ...</li> <li>- Incite the owners to put the buildings of the historic centre in the standards to attract it tenants.</li> <li>- Refitting of banks for the craft development or tourist</li> </ul>

### 8.2 Develop the tourist activities

Proposition of requirements	Examples
The community has to identify the tourist targets of the community and set up a politics of communication to these targets	Participation in Trade shows Campaign of communication, ...
The community has to develop a politics of reception of the tourists	Make sensitive the local actors, the population in the reception, Have an information desk (Tourist information office or equivalent),
The community has to favor the development of the tourist economy	Development of the tourist residences at the private individuals, Reception of markets, ...

### 8.3 Encourage the associative movement

Proposition of requirements	Examples
The community has to help in the development of cultural, social associations, district,	
The community has to organize the dialogue with associations : <ul style="list-style-type: none"> <li>- At least 1 annual meeting,</li> <li>- Local forum of exchange, allowing permanent exchanges between the community and the associations.</li> </ul>	



## 8.4 Develop partnerships with European or international networks

Proposition of requirements	Examples
The community owes: - Adhere to the network AVEC - Set up at least one partnership with the other cities to promote and make known his culture.	Weave links with the other cities in the other countries (twinning, partnerships, exchanges)

## 9 Environmental protection

Proposition of requirements	Examples
The community has to set up a plan of environmental protection : - management of waste, - noise pollutions, - natural resources,	Put place of points of collection, Dustbins integrated into the environment Implementation of circuits of collection for the professionals waste
The community has to privilege the renewable energies	Eco-quartier : sun panels, wood boiler room, electric bus

## 10 Improvement continues

### 10.1 Measure of the satisfaction

Proposition of requirements	Examples
The community has to allow everyone to express himself (population, actors, tourists)	exercise book of the complaints, the golden book, Limp in propositions, ...
The community has to register any complaint	Centralization of the complaints with the coordinator,
The community has to collect the waits and the needs of the population and the local actors	Investigate every 5 years

### 10.2 Analyze

Proposition of requirements	Examples
The community has to analyze all the data and to identify the ways of improvements	annual meeting of the team project

### 10.3 Improvement

Proposition of requirements	Examples
The community has to implement and follow the tracks of identified improvements	

## Conclusion du travail sur le référentiel :

AFNOR team and Amandine Leopold thank the partners for their participation. The reference frame, above, modified by the comments of the assembly, will be used as a basis for work of the next meeting planned in Pézenas in May 2006.



### **Intervention de M. JJ Boelpaepe :**

The installation of a quality label is the objective of our project. It is actually the objective of two entities; European Commission and the whole of the partners cities of the project.

To conclude this ambitious project, the policies of partner communities must commit in the approach from now on.

The role of AFNOR experts and our quality officer is difficult to achieve since such a label asks for capacities of research and innovation. This is why it is essential that each participating member expresses himself and enrich the reference frame merely by giving its point of view.

The work progressed well but some improvement still remains to be done.



## Communication strategic plan for the project

- **Internal communication:**

- > **Intranet:**

- = Forum of discussion around good practices and competences descriptions put on line

- > **Self assessment:**

- The cities enter their actions on the program on line and this program calculates the links with the various criteria = Tool for local work organization.

- > **Progress plan follow up:**

- The first draft (architecture of the tool of self assessment) should be ready and validated by the partners in May at our next meeting.

- > **Data base of good practices non competences**

- Good practices and competences description indexed by partners. Validation of content by the political representative who signed the project.

- > **Analytic accountancy of the project**

- Available on line to every local coordinator of the project.

- **Internal local communication tools:**

Effective creation (under the authority of the political signatory of the project) of a local team which undertakes the piloting of the project and its communication.

- **External communication tools:**

- > **Cardboard file:** A4 format. Common visual graphics (QUALICITIES/ Interreg)

- > **Leaflet** (A4 folded into three parts)

- A common leaflet = light and easy tool.

- Validation of the contents by the political signatory of the project.

- The communities can create their own document in their language.

- > **Promotion tools:**

- Straps for mobile phone

- Mouse pad,

- Writing pad (already used for Interreg programs),

- Stickers,

- USB key, for press use,

- Pens,

- Sign posts: Posters, flags...



## Recall on the monitoring of the project at local and international levels

### Planning of visits by AFNOR

- Baranya department on 23<sup>rd</sup> & 24<sup>th</sup> March 2006.
- Ubeda on 24<sup>th</sup> & 25<sup>th</sup> April 2006
- The visit of Cosenza was cancelled. It is replaced by an assistance session during the self assessment period.
- Meeting planned in Cosenza in 2007 postponed to 2007
- The visit of Toledo is cancelled
- The time that was allotted to Toledo is transferred to the three cities of Malta for an assistance session during the self assessment period.

### Qualicities project meetings in 2006 & 2007

- **May 2006:** technical meeting from May 3<sup>rd</sup> to 7<sup>th</sup> in Pézenas.  
(May 3<sup>rd</sup> = travel - May 4<sup>th</sup>, 5<sup>th</sup> & 6<sup>th</sup> = meeting – May 7<sup>th</sup> = travel)  
Unanimous vote
- **July 2006:** technical & political meeting from July 5<sup>th</sup> to 9<sup>th</sup> in Ubeda.  
(5<sup>th</sup> July = travel – 6<sup>th</sup> & 7<sup>th</sup> July = meeting with AFNOR – 8 July = steering committee– 9<sup>th</sup> July = travel)  
Unanimous vote
- **December 2006:** technical & political meeting from 13<sup>th</sup> to 17<sup>th</sup> December 2006 in Anderlecht  
(December 13<sup>th</sup> = travel –December 14<sup>th</sup> & 15<sup>th</sup> = meeting with AFNOR – December 16 = steering committee – December 17<sup>th</sup> = travel)  
Unanimous vote
- **February 2007:** technical & political meeting from February 23<sup>rd</sup> to 27<sup>th</sup>, 2007 in Cosenza  
(February 23<sup>rd</sup> = travel – June 24<sup>th</sup> & 25<sup>th</sup> = meeting with AFNOR – February 26<sup>th</sup> = – steering committee - February 27<sup>th</sup> = travel)  
Unanimous vote
- **July 2007:** Final forum from July 4<sup>th</sup> to 8<sup>th</sup>, 2007 in Baranya  
(July 4 = travel – July 5<sup>th</sup>, 6<sup>th</sup> & 7<sup>th</sup> = forum – 8 July = travel)



## Steering committee Qualicities



Cf. document 3 attached

### **METHOD & QUALITY APPROACH**

- > **Application field**
- > **Responsibility**
- > **Reference frame architecture**
- > **Planning of visits by AFNOR**

### **QUALICITIES PROJECT MEETING IN 2006 & 2007**

### **COMMUNICATION**

### Round table:

"Which can be the contribution of a European label such as Qualities with the development of your territory?"

"How can your institution concretely contribute to the policy of quality which the City of Evora will set up within the framework of the future Qualities label?"



### Political representative participating:

Mrs Maria Leal Monteiro, regional coordination and development committee of Alentejo - Portugal

Mr José Oliveira, Social policies department of Evora - Portugal

Mrs Filomena Araujo, elected representative for culture, environment, education of Evora - Portugal

Mr Christian Mourisard, vice mayor, in charge of tourism and heritage – City of Arles – France

Mr Gabor Pola, Baranya department– Hungary

Mrs Edith Fabre, elected representative for culture, tourism and heritage – City of Pézenas – France

Mr Diego Garcia, international relation department – City of Ubeda – Spain

Mr John De Bono, executive secretary – represents Cities of Bormla, Isla & Birgu – Malta

Mr Jean Jacques Boelpaepe, vice mayor – City of Anderlecht - Belgium

### Mr De Bono (Malta)

Good morning Ladies and Gentleman, my name is John De Bono the Executive Secretary of the Bormla Local Council. Due to the expediciencies of the moment, however, today I am representing the THREE CITIES of Birgu, Isla and Bormla which collectively are known as Cottonera.



The origins of the three cities stem from the time when Malta was occupied by the Knights of the Sovereign Military Order of Jerusalem (Circa 1530). At that time it was important for the Knights to establish their Head Quarters as close as possible to the ports and therefore Birgu was chosen due to its defence capabilities, its port qualities and its proximity to the sea and the trade routes. In time, many magnificent buildings and palaces were built within a state of the art complex of bastions and fortifications. The city housed all administrative entities and became the capital city of Malta for a time. During the Ottoman siege of 1565 the city played an important part in the defence of the Island supplying the defensive outposts of Fort Saint Elmo on the other side of the creek with men and munitions, whilst taking an active role in defending the southern region of Malta. The City and its occupants withstood all onslaughts and were victorious. For its bravery Grand Master La Vallette honoured the City by naming it Vittoriosa – The Victorious City.

The second city to be established was the city of Isla which also had very good port qualities and had an important role in defending the maritime squadron of the Order. It too played an important part in the Great Siege of 1565. Its responsibilities and functions led to the city's development of its culture into a marine and trade centre with the creation of many magnificent buildings which housed the navel authorities and dignitaries. The City is also named Senglea after Grand Master de la Sengle whose endeavours helped in the establishment of this city.

The third city – Bormla – was developed much later (circa 1720) primarily as a system of defence for the other two cities. The bastions of Santa Margerita and the more imposing Cottenera lines were built thus securing the area from any possible inland attacks. This city therefore developed within these imposing walls and outside the cities of Birgu and Isla. Within its confines the Knights built a dry dock for the convenience of its navy. This establishment was to dominate the Bormla community for a long time in economic and development terms.

The Three Cities therefore are a unique masterpiece of architectural, artistic and historical heritage. Situated in this Mediterranean Island they have dominated the trade routes and acted as a defensive outpost for other European cities for centuries. Its citizens are typical Mediterranean with a typical Mediterranean cultural and have suffered the anguish of many wars and deprivation. Much of the richness of these cities has been lost or damaged due to the ravages of aggression and restoration has been slow.

The Local Councils of these three cities are very much aware of the rich heritage they are responsible for and each have endeavoured to seek regeneration of their historical sites with the aim of encouraging economic development for the benefit of their citizens. Many structural plans have been drawn up with the assistance of private enterprise, NGOs and government entities. Together they have teamed up to participate in a number of EU programmes all with the aim of encouraging the tourist potential of this area.



An initiative which clearly indicates the Council's efforts in this area is the restoration being carried out in an important site in the City of Birgu. The Council has recently started restoration works on a 16<sup>th</sup> century building known as Notre Dame Gate. When works are complete it is contemplated that this building will serve as a crafts centre, a tourist attraction as well as an educational centre for art and regional crafts. This project should create a living heritage with the formation of a multi-functional historical centre (the building itself will be used as a tourist/historical centre whilst crafts and art will be promoted), it will integrate the participation of locals and foreigners alike in heritage valorisation (it encourages citizens and visitors to participate and contribute) and will become a meeting place between cultures and finally it encourages the concept of heritage as a means for sustainable development.

Although until now we are only participating in the Qualicities Initiative as test partners and therefore Councils are not allocated funds for implementation, we deem this project as crucial for the future of our area. The impact the project will have on our cities is important as one must not only take into consideration the regeneration aspect but also economic development and a higher standard of living. With the termination of the project we are aim to create quality standards in the centres which are being regenerated. The three Local Councils consider Qualicities as a means for acquiring experience from other partners as well as an opportunity to share our practices with those partners who might be interested in our views.

In the near future when most of the regeneration works will be completed; having participated in Qualicities will reveal itself as a useful tool for the future development of our cities. It would help in achieving established quality standards for the benefit of both locals and tourists.

#### **Mr Pola (Baranya - Hungary)**

For Baranya, the label is not what there is of more important in this project. Important it is the tool which is being created to advance towards quality. The exchanges of good practices between partners are essential and are at the base of the creation of our common tool.

Pécs obtained the title of European cultural capital for 2010 and the exchanges of good practices on this subject could be interesting.

#### **Mr Mourisard (Arles – France)**

The Qualicities label is important for all of us. It will have a notable cultural, social and economic impact within our communities. The professionals of Heritage, elected or technicians must absolutely use this project as a development tool for the community. Indeed the label will be a reference document on which each one will have to be based to advance. The label will be a reference document on which every one will have to count on.



The quality of our services is important but the most important is to preserve our heritage while supporting economic development for the future generations.

The future Qualities label must pass by the pedagogy of the citizens.

The heritage was often considered by our citizens as an element which delayed the economic development (cost of restoration, strict regulation...)

Today, the heritage becomes an asset for the future but for that we must open to the others. We would like that the Qualities label becomes in the long term a support at the European Community to help with the sustainable development in Europe.

#### **Mrs Araujo (Evora – Portugal)**

Evora has been a world heritage city since 1986. The priority of the municipality is to fight against poverty. The classification of Evora with UNESCO transformed the social diagram of the city. The old centre suffers from a phenomenon of gentrification. We took part in some European projects in this concern.

But Qualities opens new prospects. Indeed, thanks to the tools which will be created in this project, we will be able to benefit from the richness of our culture and our inheritance to fight durably against poverty.

The balance and the sustainable development of a community pass by these elements which are environment, heritage and culture. Future generations must be able to profit from our common work.

#### **Mrs Maria Leal Monteiro (region of Alentejo – Portugal)**

The Qualities label represents for us a positive contribution. The AVEC network is centred on the problems of heritage, while this project opens with other fields which form also integral part of the life of the area.

Our programme of development for 2007 - 2013 is based out of these four broad topics:

- Revitalization of the town centres
- Conversely of the demographic fall in the town centre
- Dynamization of the trade
- Animation and valorisation of heritage

The added value of this European project will be large for our area since the quality approach which you start to set up within your partnership relates to the topics precisely on which we work in this moment.



#### **Mr Garcia (Ubeda – Spain)**

Ubeda is interested by a sustainable development label around heritage but not by a quality control brand of services only rendered around heritage. We wish of course to improve our tourist offer thanks to this common asset which is heritage and we are quite supported politically to work in this way.

The work completed by the municipality of Ubeda which follows this quality approach will give us a coherent result within the city and verifiable by the visitors. The label is synonymous for us with social dynamism. It is the guarantee of a total sustainable and balanced management of the city.

#### **Mr José Oliveira, (Department Alentejo – Portugal)**

The label will have a priceless value. It will be the base of an improvement of the social, economic and cultural condition of our communities. The social problems, the marginalized ones (poor, old people...) must be taken into account in the approach.

The label will help us to develop our economy but also our know-how. The public services have a great role to play in the communication around this project. We could use our Internet site to promote the label in Portugal.

#### **Mme Fabre (Pézenas – France)**

Pézenas is a small city where the contacts between inhabitants and municipality are rather easy. We knew how to revitalize our old centre thanks to a policy of encouragement of restoration and craft of art industry. Today our goal is to distribute our tourist flows on the whole year.

Work in network enriches us enormously. Sharing is always good to solve the obstacles which we meet. The label will be a development tool which we really need in Pézenas. It will be also a tool of promotion and valorisation of the quality of our services.

#### **M. Boelpaepe (Anderlecht – Belgique)**

The diversity which qualifies us pushed each one among us to adhere to this ambitious project. Anderlecht justified the project with for objective making better known cities which inevitably are not visited in Europe but which try to follow a policy of quality around their heritage and culture.

All the richness must be revalorized at the eyes of the tourists.

The label is the translation of this will of valorisation, exchange and division.