



**INT-HERIT – IMPLEMENTATION NETWORK**  
HERITAGE STRATEGIES IN SMALL AND MEDIUM- SIZED EUROPEAN CITIES

**OPERATIONAL IMPLEMENTATION FRAMEWORK**

**CAHORS, FRANCE**

**CAHORS, THE HEART OF THE AGGLOMERATION STRATEGY**





## Contents

1. Baseline position
2. Outline Implementation plan
3. Response to the implementation challenges
4. Learning journey
5. Synthesis



## Cahors in Int Herit Network: how to experiment participative approach ?

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**The city of Cahors joined the Int-Herit Network in 2017, a network of nine small and medium-sized cities in Europe, around heritage management issues, to share experiences, methodologies and develop know-how in participatory democracy.**

### **Château-du-Roi Street as a living lab**

For this program, Cahors chose to work on an important part of the remarkable Heritage Site: the Château-du-Roi Street, a major axis of the historic center, and its perimeter of life (from Lafayette Square to Libération Square, and related streets), because this street was already the subject of actions, including studies conducted with the support of Caisse des Dépôts. At the heart of these studies were the commercial future of the street and the potential of Via Palace.

The street was also an important topic of the first edition of the European Biennial of Heritage organized in November 2016. The event had brought out the first steps of a participatory approach through workshops conducted with inhabitants who had then expressed the idea of experimenting with the pedestrianization of the street. A group of students from the French Ergapolis Institute (architects, urban planners, landscapers ...), finally, experimented its know-how by making proposals of redevelopment and reconfiguration quite interesting with regard to uses and constraints.

As part of the Urbact Program, the proposal was to work on the revitalization of the street within its neighborhood, to develop again for example activities not only commercial but economic, associative, collaborative (...) and there to better coexist the uses.

Alongside this work on the revitalization of the street, the City of Cahors wanted to use the European program to support agents and elected officials' training, to enable all of them to appropriate the current methods of participatory democracy. This tools have indeed become essential in the development of public policies. This appropriation, concretely implemented, simultaneously, with the animation of ULG Cahors, must eventually develop a method that can be reused and adapted to future projects in the territory, sometimes much more ambitious and complex.

Int Herit Network brought to Cahors an opportunity to go further in participative approach, to build a methodology but not only. Exchanges with partners helped to implement an operational action: the renovation of the street before beginning to work on how to reanimate the street. During transnational meetings, especially in Cahors, peer reviews helped to confirm analysis already made and gave ideas to go to next step (animation of the street).

### **The Cahors team**

For this project, the mayor of Cahors chose his first deputy mayor, Michel Simon, to lead the process. The technical team is composed of mixed know-how mobilized in the redynamization of Château du Roi Street: Laure Courget, Heritage curator, Catherine Riehl, territory development director, Magali Gosse, Foresight director, Mathieu Larribe, CAUE director and landscapes architect, and the European project local coordinator, Céline Julien, attractiveness director in charge with European programs.

## 1. Baseline position

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### > Cahors current/previous implementation practice

We decided to work on our global urban strategy in the Int-Herit Network. As it was too wide, we focused on Château du Roi Street, considered as the lab of our urban strategy.

#### A.- The global strategy

##### 2008-2020

The “Cahors, heart of the agglomeration” urban strategy has developed progressively around the same objective: re-establishing centrality, based on the valorization of the urban heritage.



##### 2008 – 2014 (first term): rebuilding the city on top of the city

Against the backdrop of the critique of urban sprawl at the national level and taking into consideration the morphology of Cahors, the governing majority began to build a transversal strategy, cutting across several different public policies, to reprioritize the central role of Cahors. The first phase also allowed the city to identify various tools (building structuring public facilities, experimentation, reorganization of traffic patterns and parking...) and, using a neighborhood by neighborhood approach, initiate the first operational projects.

##### 2014 – 2020: Structuring the “Cahors, Heart of the Agglomeration” strategy

After the mayor’s reelection, the strategy was reaffirmed and formalized under the title “Cahors, heart of the agglomeration.” This strategy was bolstered by the territorial project, a long-term strategic plan for Greater Cahors, elaborated in collaboration with the elected officials of the greater Cahors area as well as various urban planning documents.

This strategy, tried out and developed in the heart of the urban area, will be implemented in a very workable manner, using the right tools, for the member towns of the agglomeration which have a “village centre”. This desire to share tools and methodologies echoes national and regional policies.

At the end of 2017, French Prime Minister presented a national policy to support middle-sized cities looking for quite the same goals as Cahors’s urban strategy, giving moneys to support projects: The Action Coeur de Ville (translated, it seems like the ‘City Centre Action plan’). 220 cities were selected; one of the first was Cahors, with several operational actions planned for 2018 and 2019.



### Post 2020

This transversal urban project should continue after 2020, following the results of the next city elections. Elected officials are indeed already working on the third stage of the project, with the support of the national Action Coeur de Ville plan.

### Urban renewal

The thematic scope of the “Cahors, the heart of the agglomeration” strategy is urban renewal as seen through various thematic lenses; it is at the crossroads of several sectoral policies.

The strategy has indeed six interdependent sub-themes which have been translated into a transversal operational action plan:

- Restore historical buildings and improve housing: put housing back on the market,
- Install structuring services in order to attract new visitors and customers to the city centre,
- Improve urban public spaces: create a renewed, safe, lively and modern living environment,
- Revive economic activity by supporting city centre shops,
- Optimize traffic flow and parking,
- Ensure and maintain public safety and tranquility.





## **B.- Cahors's project in Int Herit Network: Château du Roi Street, the lab of Cahors, the Heart of the Agglomeration strategy**

In the Int Herit Network, we have chosen a neighborhood to work on and on which we want to make stakeholders work. In fact, there will be two neighborhoods, in 2 phases:

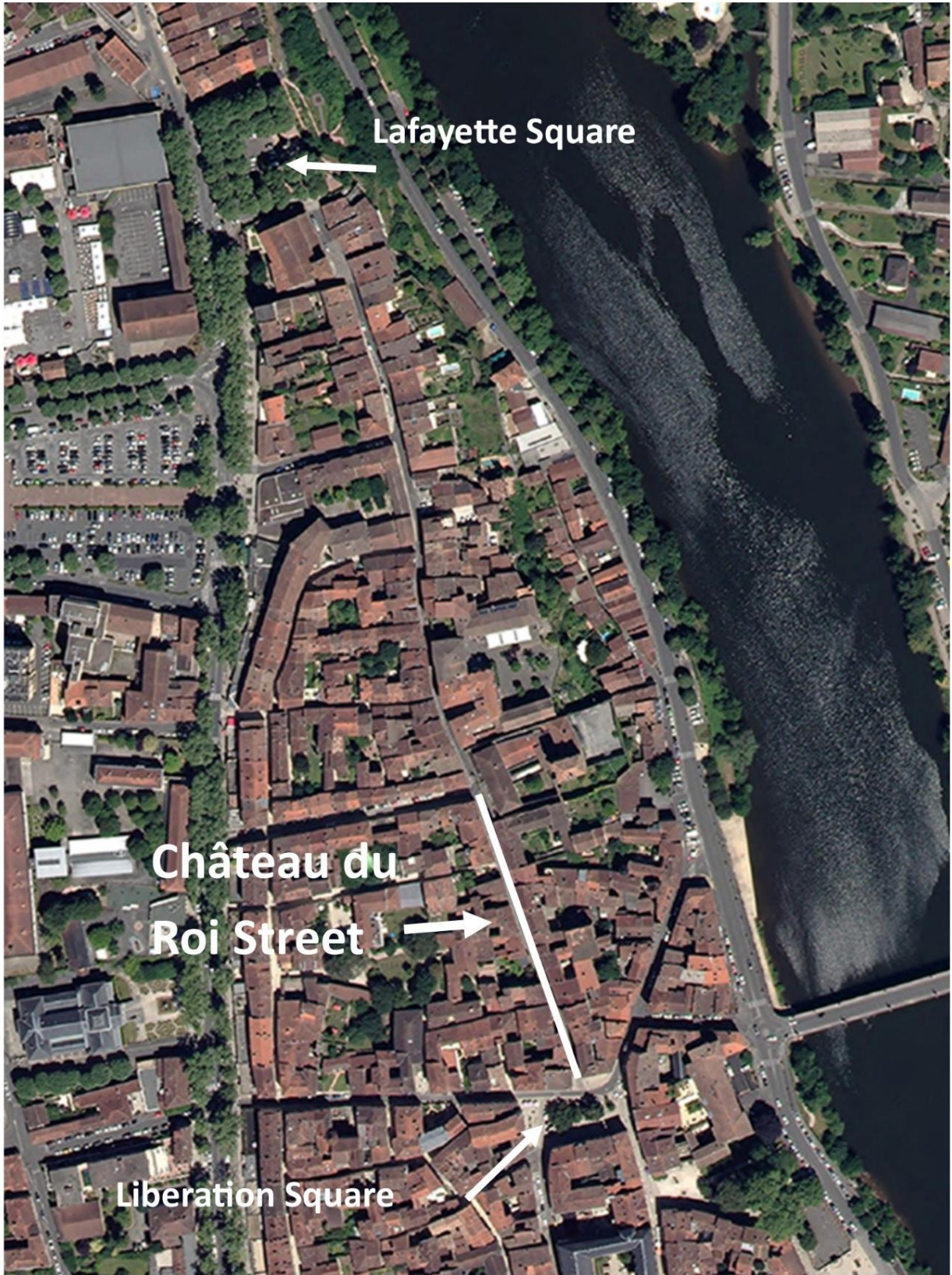
- *in the short term: 2017-2020 >*  
***the Château du Roi neighborhood***

Convergence of actions on this street which has been flagged up in this urban zone as a place where public action in a conservation area is to be concentrated, to be put into operation from now until the end of the current council's mandate.

Within an enlarged perimeter (Château du Roi Street, Libération Square, Portail-Alban Street and adjacent streets), it is suggested that the population and the dynamic forces should be mobilized around the revitalization of the Château du Roi street, a major axis which serves the whole neighborhood, in order to develop a wide variety of activities there: economic, associative, collaborative (...) and to help these various elements to cohabit more harmoniously. In this context, pedestrianization and short-lived shops / stores could be tried out.









- *In the mid-term: post 2020 > **Chapou Square***

We will prepare the wider refurbishment strategy for Chapou Square based on experiments and the methodology worked out and tested on Château du Roi Street, because the project is proving to be much more complex (multiple users, political and heritage issues...).



***Chapou Square,  
the most important square  
in the historic neighborhood***



## > The local capabilities

### **An administration in project mode**

The condition for success of such an undertaking rests mainly on the organization in project mode of the internal actors (services, elected representatives) and the external ones (State services, Chambers of trade, commerce and agriculture, other area authorities, associations, users and local citizens...). The public and private partners concerned are thus involved with the elaboration of this transversal project which necessitates the involvement of all parties to make the project operational by undertaking feasible and visible actions rapidly.

The mayor of Cahors, president of the Grand Cahors area, Jean-Marc Vayssouze-Faure, has appointed an elected representative to the task of coordinating the action: Michel Simon, first deputy mayor, also vice-president of the Grand Cahors Agglomeration, in charge with urban improvement and major projects. A technical project leader is coordinating the whole range of departments and services which are called on according to their area of expertise: Catherine Riehl, director of territory development.

Thus, the population and the major players of the area are involved at different levels, according the projects, to make the operations undertaken more efficient, and more closely matched to the expectations of the population.

The bringing to life and implementation of this strategy are entrusted to the urban project management workshops, bringing together elected representatives, technicians, partners and service providers, who meet regularly throughout the year to ensure that the projects make progress and are on track. This is shown by management and follow-up charts, examined every month during Project Reviews (meetings organized regularly with the services management department to review progress on the projects).

### **An integrated approach with partners**

In the wider context, this strategy has been worked out and has begun to be put into operation in relation to the regional tourism policy (Occitanie Region) and to the initiatives undertaken at national level to revitalize medium-size cities:

- Cahors has thus been able to participate in the experimental national scheme « Villes Démonstrateurs (Demonstration Cities) » of the Caisse des Dépôts et Consignations;
- the City is also participating in the national « Yves Dauge » plan, which is concerned with revitalization of middle cities centres and lastly,
- and finally Cahors has been chosen to benefit from the new French policy announced in late 2017 on the occasion of the "National Local Areas Conference" in Cahors by the Prime Minister, the « City Centre Action Plan ».





### **Experimentations to the benefit of projects**

The Grand Cahors Area has committed itself to various national and European initiatives which enable it to experiment to the benefit of its projects to that of other areas which might undertake similar projects. These experiments, as well as enabling daily adaptation to the changing local context, will permit the area to further adjust its strategy and action plan to bring it closer to real situations on the ground and to the available means of implementation.

- National experimentations: ‘Demonstrator Cities’ Action Plan of the Caisse des Dépôts (today the Territories Bank), National plan for the benefit of new protected areas, known as the “Yves Dauge Plan”.
- European programmes : URBACT, SUDOE.

## **2. Outline Implementation Plan**

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*> See the overview of the Implementation Plan (next table).*



Overview table of the Implementation Plan for the delivery of *Cahors, the Heart of the Agglomeration Strategy* in Cahors

| Objective   | Result indicator | Output indicator  | Actions   | Action readiness   |
|---|------------------|---|---|--|
| <p>Following output indicators are very transversal. Every project can be concerned, Château du Roi Street redynamization especially, as it is considered as the Cahors Agglo strategy lab'. The point that are concerning directly Château du Roi Street redynamization will be <b>highlighted in green</b>.</p> |                  |   |   |  |
| <p>The main challenge of Cahors The Heat of the Agglomeration strategy:</p> <p><b>Make the city centre attractive again</b></p> <p>which is declined in 3 objectives:</p>   |                  | <p><b>Dialogue, collaboration, anticipation, participative approaches</b></p> | <p>Create a Foresight Department for the Grand Cahors Agglomeration</p>                                     | <p>Several challenges:</p> <ul style="list-style-type: none"> <li>- Keeping and making experiments on several topics: Ecorenovation of historic buildings (SUDOE program 2017-2019)</li> <li>- Improving financing of public actions,</li> <li>- Working out and apply Grand Cahors digital strategy: strategy adopted in 2012,</li> <li>- Elaboration of Grand Cahors area project in 2015,</li> <li>- Set up of the evaluation of public policies.</li> </ul>  |
|   |                  |   | <p>Working on regional, national and European networks</p>  | <ul style="list-style-type: none"> <li>- The Toulouse metropolitan Dialogue (regional network), with organization of 1<sup>st</sup> Heritage Biennale in November 2016,</li> <li>- Welcoming cities which are working to revitalize their city centre and wish to benefit from the experience of the city of Cahors and the Grand Cahors agglomeration,</li> <li>- Participating in national and regional congresses and seminars on the question of revitalizing city centres.</li> <li>- Associations: <ul style="list-style-type: none"> <li>..AVEC (the Association of the Euro-Mediterranean cities of Culture),</li> <li>..Remarkable Sites and Cities (Heritage)</li> </ul> </li> <li>- European programmes <ul style="list-style-type: none"> <li>..SUDOE programme,</li> <li>..URBACT programme.</li> </ul> </li> </ul> |
|   |                  |   | <p>Financial partnerships to put in place concrete actions and big projects for the city</p>                | <p>Partnerships with administrations of different levels:</p> <ul style="list-style-type: none"> <li>- the State level</li> <li>- Occitanie Region: regional contracts (local projects funding on several years), support to the Cahors Sud economic activities zone (ZIR)</li> <li>- Lot Department: <ul style="list-style-type: none"> <li>..support to fund local projects</li> <li>(- Grand Cahors Agglo for the city of Cahors)</li> </ul> </li> </ul>  |
|   |                  |   | <p>Hiring of a project manager to implement the urban strategy in the City Center Action Plan framework</p> |  |
|   |                  |   | <p>Setting up participative approaches</p>  | <p>Creation of a neighborhood citizens council in the historic neighborhood, in order to allow stakeholders (residents, local businesses, partners...), to have opportunities to discuss historic city center issues</p>   |
|   |                  |   | <p>Communication</p>  | <p>6-8 press meetings each year about Cahors, Coeur d'Agglo strategy</p>   |
|   |                  |   | <p><b>Rue du Château du Roi</b></p>   | <p><b>Creation of the Urbact Local Group of Cahors (Urbact III Program with Int Herit Network) to redynamize Château du Roi Street</b></p>   |

|  |   |   |  |   |
|--|---|---|--|---|
| <p><b>1. Bring back families and working age adults to the city centre:</b><br/> - Put housing back on the market,<br/> - Create a socially diverse city centre</p>                  | <p>- Objective in terms of numbers (number of families and number of working people to bring back to the centre) not defined,<br/> - Put housing back on the market: + 500 homes put back on the market, renovated and inhabited in the historic centre between now and 2020,<br/> - Create a socially diverse city centre (to bring back white collar households), with the problem of giving objectives as regards numbers (awaiting INSEE report).</p> | <p><b>Restoration of historical buildings and housing improvement</b></p>                                     | <p>A new "protection and enhancement plan" for the historical district</p>   | <p>Done in 2017</p>   |
|  |   |   | <p>Efficient façades Operation (financial incentives to improve the façades of buildings in the historic centre)</p> | <p>1<sup>st</sup> one for 2011 – 2014: 53 façades restored, 2 million euros worth:<br/> ..Setting up of a free technical support service,<br/> ..Setting up of incentive grants possibly attaining 80% financing for different types of work : energy saving work, work in accommodation which is old and dilapidated, works to adapt premises for the handicapped or elderly, work in co-ownership properties, work to combine small lodgings, to enable accession to property ownership, to put vacant properties back on the market.</p> |
|  |   |   | <p>An Urban Renewal Programmed Housing Improvement Operation (OPAH RU) 2015-2020</p>                                 | <p>Transform the existing Programmed Housing Improvement Operation (OPAH) into this urban renewal housing improvement</p>   |
|  |   |   | <p>Encourage property recycling</p>  | <p>Create an urban planning public concession ('CPA') for a ten-year period, which will enable the city to expropriate insanitary housing in the historic district: 149 homes recycled, 100 homes adapted between 2016 and 2026<br/> Mobilization of the Public Land Management Corporation (EPF) of Occitanie through a partnership (agreement 2017-2022) to facilitate the mobilization of land resources and support a lasting improvement of the historic centre (acquisition of land, property and land operations)</p>                |
|  |   |   | <p>Experimentation in historic building renewal</p>  | <p>ENERPAT - an experimental and innovative project combining energy retrofits and historical preservation in Cahors' historical district: the European program SUDOE led by the Agglomeration of Grand Cahors<br/> 3 years of program: 2016 &gt; 2019</p>  |
|  |   |   | <p>Communication</p>   | <p>Publication of an investor's guide,<br/> Publication of a guide « Bien habiter en ville (Live well in the city) » for the inhabitants,<br/> Regular contact with press: 2-3 press meeting per year on site</p>   |
|  |   |   | <p>Château du Roi Street</p>   | <p>Priority area for the public concession</p>  |
|  |   |   |  | <p>Public support to buildings renovation</p>   |
|  |   |   |  |   |
| <p><b>2. Develop economic activities:</b><br/> - Shops and proximity services as well as national brands,<br/> - use experimental projects to develop news sectors and expertise</p> | <p>In the city centre: shops and neighbourhood services as well as national brands;<br/> - Maintain a balance between independent businesses and big national chains (70% - 30%), and between the city centre and the outskirts,</p>  | <p><b>Installation of structuring services in order to attract new visitors and customers city centre</b></p> | <p>Relocate major facilities in the city centre</p>  | <p>Already done:<br/> ..Sports facilities capable of hosting regional level events: a swimming pool complex (2014), a sports complex<br/> ..Opening of the international youth hostel and accommodation in 2017 and the 4 star hotel in 2016 next to the Valentré bridge</p>  |



|                                  |  |  |   |  |
|----------------------------------|--|--|---|--|
|                                  | - Maintain the number of unoccupied commercial premises below 7 %. |  |   |  |
|                                  |  |  | Renovate the Henri-Martin museum of Cahors, reopening in 2020.  | Closed in 2016<br>Inventory of museum collections and renovation if needed   |
|                                  |  |  | The construction of a new city centre multiplex cinema  | City centre multiplex cinema (with the aim of achieving 150 000 tickets per year):<br>..project initiated during the first term (2008-2014)<br>..Market study in 2014<br><b>Related to Château du Roi street too because the street will be the link between the cinema and very commercial city centre</b>  |
|                                  |  |  | <b>Palais de Via (former jail in Château du Roi Street)</b>   | <b>Demonstrator cities Action plan: study made with the support of Caisse des dépôts about the future of Palais de Via</b>   |
|                                  |  |  |   |  |
|                                  |  | <b>Revive economic activity by supporting city centre shops:</b>                                 | Prospect for and attract new owners/managers and identify real estate opportunities   | Hiring of city centre manager in 2009 (to help for questions about creating a shop)  |
|                                  |  |  | Creation of communication tools   | Edition of a pamphlet about assistance for national chains and a brochure presenting the city's commercial activities.   |
|                                  |  |  | Halle renovation (covered market, opened daily)   |  |
|                                  |  |  | Organize activities/events to sustain existing economic activities:   | Christmas events/entertainments every December to support city centre shops (skating rink, Christmas market, etc.) on the Fénelon square and in the historic centre,<br><br>Cultural and leisure events throughout the year (organization and/or support for events organized in the area),<br><br><b>Project to develop 3 or 4 trial ephemeral shops by the City of Cahors.</b> |
|                                  |  |  | Reflexions on support for actions of an innovative type or favouring innovation   | Support for the area's actors to create a collaborative space (coworking, FabLab, teleworking) in Cahors,<br>Creation of a local e-commerce platform.  |
|                                  |  |  | <b>Château du Roi Street</b>  | <b>Test of pedestrianisation on Château du Roi Street, that has been noticed in November 2016 (Biennale).</b>  |
|                                  |  |  |   | <b>Study the opportunity to dedicate a street to arts and crafts shops, galleries (...)</b>  |
|                                  |  |  |   | <b>Amongst the objectives given to the Urbact Local Group, is that of coconstructing a program of events, in a progressive way, in conjunction with a policy developing temporary/one-off and permanent events and activities in the Rue du Château-du-Roi, which would be complementary, and not competing with, the more general program of activities for the city.</b>       |
|                                  |  |  |   |  |
| <b>3.Improve quality of life</b> |  | <b>Improve urban public spaces:</b> create a renewed, safe, lively and modern living environment | Quality renovations of urban public spaces  | - 3 squares completely renovated.<br><br>- More than 80 streets renovated in the Conservation Sector between now and 2020 (streets and public lighting)  |
|                                  |  |  | Structured and reactive local services: development of a mobile app to fix everyday problems (rubbish collection, graffiti, street lights...) | - Creation of a special service: 2300 interventions in 2015, 2840 in 2016.<br><br>- Creation of the digital app Tell my city (+ 400 interventions thanks to the app).  |

|  |  |  |   |  |
|--|--|--|---|--|
|  |  |  | Development of Secret Garden of Cahors  |  |
|  |  |  | Château du Roi Street   |  |
|  |  |  |   |  |
|  |  | <b>Ensure and maintain public safety and tranquility</b> | Reinforce a professionalised police presence  |  |
|  |  |  | Yearly lightning graffiti removal operations.   | A service supported by the city to the private owners benefits   |
|  |  |  | Install video-surveillance: installation of 19 cameras all over the heart of the city.  |  |
|  |  |  | Château du Roi Street   |  |
|  |  |  |   |  |
|  |  | <b>Optimise traffic flow and parking</b>                 | Structure the local bus system<br>Creation of the Evidence (bus system) mobile app and information displays (real-time bus schedule)  |  |
|  |  |  | Improve parking via a coherent city-wide plan   | <ul style="list-style-type: none"> <li>- Free parking Saturday afternoons to allow people to shop easily on the week-end.</li> <li>- 1 500 parking cards for residents and local businesses (special rates)</li> <li>- Creation of 3 short-term parking zones in the heart of the city centre.</li> <li>- 9 park and ride areas to facilitate parking at the edge of the city without causing traffic congestion (connected to the bus system, or to the free shuttle, or by an easy 10 minutes walk from the city centre...)</li> </ul> |
|  |  |  | A “shared zone” in the heart of the historic city to allow pedestrians, bicyclists and cars to move throughout the city centre safely | Creation in 2015.  |
|  |  |  | Château du Roi Street   | November 2016: project of testing a total or partial pedestrianization of the street   |



## > *What the Implementation Challenges mean in practice for your city*

*For each IC, a few words in green about Château du Roi street, when it is concerned.*

### **1. Integrated approach**

The Cahors, *The Heart of the Agglomeration* strategy is an integrated, multidimensional and transversal approach for the implementation of the strategy as well as the associated actions. It involves all local administrations departments, as the decision makers and several partners (national and local ones). This strategy is intended to enhance the area's attractiveness.

This challenge remains important for Cahors, even if it is already our methodology. It has to be continued as it is considered as the way to succeed.

*Château du Roi Street: the redynamization of the street is the lab of the urban strategy, so it is concerned in the same way.*

### **2. Maintaining involvement of local stakeholders**

Depending on the project, not all of the local stakeholders are associated at the same level or in the same way:

- There already exists an integrated informational approach that allows the city of Cahors and Grand Cahors Agglomeration to inform and consult residents about various urban improvement projects.
- A more integrated approach allows the administrations to associate key stakeholders with the development of specific project (for example the renewal of the covered market).
- Spaces for discussion and dialogue are sometimes created: the Terre Rouge citizens' council and the city center citizens council offer a space for dialogue between residents and the administration. But at this time, both of them are more or less in standby because of lack of real means. Participatory approaches need means: money, time, technicians and elected officials with know-how.

We need to go further and better, involving stakeholders more extensively and regularly. How better to mobilize? How to federate better around projects?

*Château du Roi Street: in November 2016, inhabitants talked about pedestrianization of the street. Elected officials decided to go further. Then how to decide it?*

*The city of Cahors decided to work with stakeholders thanks to Int Herit Network.*

### **3. Measuring performance**

As of yet, "Cahors, Heart of the agglomeration" has not defined an evaluation process. The city would like to learn more about the methods and indicators to better evaluate its actions and its strategy, and to improve them if necessary.

We already have a national partner, the Caisse des Dépôts (financial and expertise supports), who selected us to integrate their "Demonstrator Cities" device (a program to help middle towns to test new ways of management of urban development, to make the cities' centers attractive again...). That means financial and expertise supports. As support, they will evaluate our transverse strategy in vivo. The first conclusions could be shared with the Int Herit partners and would enrich our transnational exchanges.

Despite this, we're still looking for an efficient framework and indicators to improve our strategy and to make our operational action-plan more efficient.

Moreover, the foresight department has to set up an experimental evaluation process for our public policies (for our administrations: city of Cahors and Grand Cahors agglomeration). The process is just in at its starting point.

*Château du Roi Street: the city is very interested evaluating what we're doing in the street. We know it will be difficult to evaluate right away, because it will take time to see results. Certain indicators will be quite easy to measure: renovated apartments, new shops... Others must be evaluated in the long term (5-10 years) because residents and business owners must take ownership of the street development.*

#### **4. From strategy to action plan**

This is a priority for the administration in order to achieve the strategy's objectives.

*Château du Roi Street: the street is the lab of the urban strategy and is very concerned this IC.*

#### **5. Setting up PPPs**

The administration has not explored this possibility but is interested in developing PPP in the future, not in the "French way" of making PPPs (the method is not always well used in France, with significant financial deviations).

We would also be interested in exploring new funding opportunities, including as a way to bring together partners around a project. We're currently working on a philanthropy/patronage strategy.

*Château du Roi Street: not really concerned at this time. Except if we're taking into account, for example, the funding partnership implemented for supporting housing renovation.*

*> The Implementation Barriers, Blockers and Risks that have been identified already: what will stop things being implemented, what will make it difficult or reduce quality?*

#### **Directly related to the Château du Roi Street renovation project:**

##### **..Time**

> A very constrained schedule: the renovation of Château du Roi Street must be implemented by the end of 2019. Within this time limit (one year), the project manager (the urbanist architect) must propose a development project adapted to the funding, integrate the participative approach carried out since April 2018 with the inhabitants and actors of the neighborhood, and answer to the political waits.

##### **..Budget**

Funding is not so big: about 350 000 euros for the moment.

##### **..Participative approach**

Technicians were trained in 2018 to participative approaches but all of them are not completely used to it. Technical departments especially, that are in charge with the renovation project. As the timing is very constraint, it is not easy to accept to involve stakeholders as far as elected officials and ULG engaged relationship and work. There is also a big risk a year before elections. ULG's work have to be taken into account, otherwise it could be very counterproductive, for at least two reasons:



- In a pre-election year, it is a real political risk for the team representing itself.
- this brings into play the credibility of the participative methodology, in both the short and long term. If we break the bond of trust, it will be difficult, if not impossible, to restore it with the same team on future projects.

For their part, the elected officials took the approach but at very different levels. Some of them understood all the interest to proceed with a participative approach, but it is not always so well accepted or, at least, taken into account.

The technical team hired to coordinate the Cahors ULG won't be the same tomorrow on other projects. How to organize participatory approaches on future projects in our administration, who will drive the approach technically: a dedicated department, or technicians trained in each department, or a transversal team mobilized according to projects?

### 3. Response to the Implementation Challenges

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*> See the overview of the Implementation Plan completed with the heading 'Implementation Progress' (next table).*

## Overview table of the Implementation Plan for the delivery of *Cahors, the Heart of the Agglomeration Strategy* in Cahors

> The blue part of the table answers to 2. Outline Implementation Plan

> The orange part of the table answers to 3. Response to Implementation Challenges

| Objective   | Result indicator | Output indicator  | Actions  | Action readiness   | Implementation Progress  |
|---|------------------|---|--|--|--|
| <p>Following output indicators are very transversal. Every project can be concerned, <i>Château du Roi Street redynamization especially, as it is considered as the Cahors Agglo strategy lab</i>. The point that are concerning directly <i>Château du Roi Street redynamization</i> will be highlighted in green.</p> |                  |   |  |  |  |
| <p>The main challenge of Cahors The Heat of the Agglomeration strategy:</p> <p><b>Make the city centre attractive again</b></p> <p>which is declined in 3 objectives:</p>   |                  | <p><b>Dialogue, collaboration, anticipation, participative approaches</b></p> | <p>Create a Foresight Department for the Grand Cahors Agglomeration</p>                      | <p>Several challenges:</p> <ul style="list-style-type: none"> <li>- Keeping and making experiments on several topics: Ecorenovation of historic buildings (SUDOE programme 2017-2019)</li> <li>- Improving financing of public actions,</li> <li>- Working out and apply Grand Cahors digital strategy: strategy adopted in 2012,</li> <li>- Elaboration of Grand Cahors area project in 2015,</li> <li>- Set up of the evaluation of public policies.</li> </ul>  | <p>Ongoing</p> <ul style="list-style-type: none"> <li>- Experimentation: in progress</li> <li>- In progress, directly related to Grand Cahors's projects,</li> <li>- Digital strategy updated in 2018 (phase 2),</li> <li>- The Grand Cahors Area project put in practice, then updated in 2018</li> <li>- In progress</li> </ul>  |
|   |                  |   | <p>Working on regional, national and European networks</p>                                   | <ul style="list-style-type: none"> <li>- The Toulouse metropolitan Dialogue (regional network), with organization of 1<sup>st</sup> Heritage Biennale in November 2016,</li> <li>- Welcoming cities which are working to revitalize their city centre and wish to benefit from the experience of the city of Cahors and the Grand Cahors agglomeration,</li> <li>- Participating in national and regional congresses and seminars on the question of revitalizing city centres.</li> <li>- Associations: <ul style="list-style-type: none"> <li>..AVEC (the Association of the Euro-Mediterranean cities of Culture),</li> <li>..Remarkable Sites and Cities (Heritage)</li> </ul> </li> <li>- European programmes <ul style="list-style-type: none"> <li>..SUDOE programme,</li> <li>..URBACT programme.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>- Second European Heritage Biennale organized in 2018. Waiting for 2020 Biennale.</li> <li>- Then items are all in progress</li> </ul>  |
|   |                  |   | <p>Financial partnerships to put in place concrete actions and big projects for the city</p> | <p>Partnerships with administrations of different levels:</p> <ul style="list-style-type: none"> <li>- the State level <ul style="list-style-type: none"> <li>- Occitanie Region: regional contracts (local projects funding on several years), support to the Cahors Sud economic activities zone (ZIR)</li> </ul> </li> <li>- Lot Department: <ul style="list-style-type: none"> <li>..support to fund local projects</li> <li>(- Grand Cahors Agglo for the city of Cahors)</li> </ul> </li> </ul>  | <p>Always in progress, related to local projects.</p> <ul style="list-style-type: none"> <li>- State level: <ul style="list-style-type: none"> <li>..Cahors selected in 2016 in the Demonstrator Cities Action Plan</li> <li>..Cahors selected to take advantage of the national action plan, <i>the City Centre Action Plan</i>, launched in December 2018 by Government to help middle-sized French cities.</li> <li>..National action plan to reduce risks of flooding and redevelop economic zones</li> </ul> </li> <li>- The Occitanie Region level: <ul style="list-style-type: none"> <li>..Grands Sites Occitanie: a regional touristic action plan given in 2018, label that can bring funding and brand recognition.</li> <li>..Occitanie territorial contract in 2018 ((local projects funding on several years like the future city centre cinema), support to the economic activities zone Cahors Sud (OZE).</li> </ul> </li> </ul> |

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|  |  |  |   |   | - Lot Department:<br>..support to fund local projects  |
|  |  |  | Hiring of a project manager to implement the urban strategy in the City Center Action Plan framework          |   | Hired at the end of 2018, the project manager is in charge with:<br>- coordinating the several sectors policies and actions of <i>Cahors, Coeur d'Agglo</i> strategy in the Development department,<br>- guaranteeing animation and crossing services,<br>- creating partnerships between inhabitants, shop owners, users and our administrations departments. |
|  |  |  | Setting up participative approaches   | Creation of a neighborhood citizens council in the historic neighborhood, in order to allow stakeholders (residents, local businesses, partners...), to have opportunities to discuss historic city center issues   | Stand by.<br>Pending the completion of the ULG approach.   |
|  |  |  | Communication   | 6-8 press meetings each year about Cahors, Coeur d'Agglo strategy   | 6-8 press meetings each year about Cahors, Coeur d'Agglo strategy<br>(one in February 2019 about Int Herit transnational meeting in Cahors)<br>Information given on social media (February 2019 about Int Herit transnational meeting in Cahors)   |
|  |  |  |   | Creation of the Urbact Local Group of Cahors (Urbact III Program with Int Herit Network) to redynamize Château du Roi Street  | Work in progress since April 2018:<br>- The street renovation project, that has to be done before the end of 2019,<br>- How to organize actions and events to make the street alive and attractive again: 1 <sup>st</sup> workshop on this topic in May ULG meeting.   |
|  |  |  |   |   |  |
| <b>1. Bring back families and working age adults to the city centre:</b><br>- Put housing back on the market,<br>- Create a socially diverse city centre | - Objective in terms of numbers (number of families and number of working people to bring back to the centre) not defined,<br><br>- Put housing back on the market: + 500 homes put back on the market, renovated and inhabited in the historic centre between now and 2020,<br><br>- Create a socially diverse city centre (to bring back white collar households), with the problem of giving objectives as regards numbers (awaiting INSEE report). | <b>Restoration of historical buildings and housing improvement</b> | A new "protection and enhancement plan" for the historical district   | Done in 2017  |  |
|  |  |  | Efficient façades Operation (financial incentives to improve the façades of buildings in the historic centre) | 1 <sup>st</sup> one for 2011 – 2014: 53 façades restored, 2 million euros worth:<br>..Setting up of a free technical support service,<br>..Setting up of incentive grants possibly attaining 80% financing for different types of work : energy saving work, work in accommodation which is old and dilapidated, works to adapt premises for the handicapped or elderly, work in co-ownership properties, work to combine small lodgings, to enable | 2d one for 2019 – 2021: in preparation with the same kind of supports  |



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|  |   |   |   | accession to property ownership, to put vacant properties back on the market.  |   |
|  |   |   | An Urban Renewal Programmed Housing Improvement Operation (OPAH RU) 2015-2020 | Transform the existing Programmed Housing Improvement Operation (OPAH) into this urban renewal housing improvement   | Objective of 500 housing restored between 2015 ad 2020. 535 housing back on the market in April 2019.   |
|  |   |   | Encourage property recycling  | <p>Create an urban planning public concession ('CPA') for a ten-year period, which will enable the city to expropriate insanitary housing in the historic district: 149 homes recycled, 100 homes adapted between 2016 and 2026</p> <p>Mobilization of the Public Land Management Corporation (EPF) of Occitanie through a partnership (agreement 2017-2022) to facilitate the mobilization of land resources and support a lasting improvement of the historic centre (acquisition of land, property and land operations)</p> | <p>Some difficulties to enlighten:</p> <ul style="list-style-type: none"> <li>- To delimit the field of intervention of the two partners (EPF and CPA),</li> <li>- the CPA: a rehabilitation operation in a historic city centre is quite complex &gt; Importance to have a high level and reactive engineering.</li> <li>- EPF: a complicated portage for complex operations (e.g. Palais de Via)</li> </ul>   |
|  |   |   | Experimentation in historic building renewal                                  | ENERPAT - an experimental and innovative project combining energy retrofits and historical preservation in Cahors' historical district: the European program SUDOE led by the Agglomeration of Grand Cahors<br>3 years of program: 2016 > 2019   | <p>Ongoing (2016 &gt; 2019)</p> <p>..The complete restoration of a medieval building with several uses in an ecologic way: housing, working spaces and meeting room...</p> <p>..Project to create new post baccalaureat courses in energy efficiency refurbishment,</p> <p>..Cahors is now known as a economic cluster in the field of energy efficiency refurbishment in Occitanie Region.</p> <p>..Application done for the PIA project (Massif Central) to continue the program (evaluation part in particular, training development in energy efficiency sector...). Result next September.</p> |
|  |   |   | Communication   | Publication of an investor's guide,<br>Publication of a guide « Bien habiter en ville (Live well in the city) » for the inhabitants,<br>Regular contact with press: 2-3 press meeting per year on site   | Ongoing.<br>In 2018, 2-3 press meeting each year  |
|  |   |   | Château du Roi Street   | Priority area for the public concession  | To deliver in 2019-2020 several public-private rehabilitation operations  |
|  |   |   |   | Public support to buildings renovation   | 72 Château du Roi Street renovation : still in progress.  |
|  |   |   |   |  |   |
| <p><b>2.Develop economic activities:</b></p> <ul style="list-style-type: none"> <li>- Shops and proximity services as well as national brands,</li> <li>- use experimental projects to develop news sectors and expertise</li> </ul> | <p>In the city centre: shops and neighbourhood services as well as national brands;</p> <ul style="list-style-type: none"> <li>- Maintain a balance between independent businesses and big national chains (70% - 30%), and between the city centre and the outskirts,</li> <li>- Maintain the number of unoccupied commercial premises below 7 %.</li> </ul> | <p><b>Installation of structuring services in order to attract new visitors and customers city centre</b></p> | Relocate major facilities in the city centre                                  | <p>Already done:</p> <ul style="list-style-type: none"> <li>..Sports facilities capable of hosting regional level events: a swimming pool complex (2014), a sports complex</li> <li>..Opening of the international youth hostel and accommodation in 2017 and the 4 star hotel in 2016 next to the Valentré bridge</li> </ul>  |   |
|  |   |   | Renovate the Henri-Martin museum of Cahors, reopening in 2020.                | Closed in 2016<br>Inventory of museum collections and renovation if needed   | Ongoing<br>2018: start of work at the beginning of 2018<br>2020: reopening  |

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|  |  |  | The construction of a new city centre multiplex cinema                              | City centre multiplex cinema (with the aim of achieving 150 000 tickets per year):<br>..project initiated during the first term (2008-2014)<br>..Market study in 2014<br>Related to Château du Roi street too because the street will be the link between the cinema and very commercial city centre  | Ongoing<br>2018: start of work<br>2019: opening at the end of 2019   |
|  |  |  | Palais de Via (former jail in Château du Roi Street)                                | Demonstrator cities Action plan: study made with the support of Caisse des dépôts about the future of Palais de Via   | Ongoing<br>Selected by the 'Reinvent our city hearts' operation, in the framework of City Centre Action Plan   |
|  |  |  |   |   |  |
|  |  | <b>Revive economic activity by supporting city centre shops:</b> | Prospect for and attract new owners/managers and identify real estate opportunities | Hiring of city centre manager in 2009 (to help for questions about creating a shop)   | Trade development policies are of the Agglomeration responsibility since the end of 2018   |
|  |  |  | Creation of communication tools   | Edition of a pamphlet about assistance for national chains and a brochure presenting the city's commercial activities.  | Press files and meetings regularly organized locally   |
|  |  |  | Halle renovation (covered market, opened daily)                                     |   | ..Ongoing from April to September / October 2019<br>..Communication actions to explain the project   |
|  |  |  | Organize activities/events to sustain existing economic activities:                 | Christmas events/entertainments every December to support city centre shops (skating rink, Christmas market, etc.) on the Fénelon square and in the historic centre,<br><br>Cultural and leisure events throughout the year (organization and/or support for events organized in the area),<br><br>Project to develop 3 or 4 trial ephemeral shops by the City of Cahors. | Every point: to be continued in 2019 and after   |
|  |  |  | Reflexions on support for actions of an innovative type or favouring innovation     | Support for the area's actors to create a collaborative space (coworking, FabLab, teleworking) in Cahors, Creation of a local e-commerce platform.  | Ongoing.<br>- Collaborative spaces: in progress, hiring of people with project,<br>- the ecommerce platform in stand by,<br>- Creation of an office for shops owners and craftsmen in city centre in 2019. |
|  |  |  | Château du Roi Street   | Test of pedestrianisation on Château du Roi Street, that has been noticed in November 2016 (Biennale).  | Ongoing: see point 3. about improving quality of life  |
|  |  |  |   | Study the opportunity to dedicate a street to arts and crafts shops, galleries (...)  | Done. The study concluded that a street dedicated to craftsmanship is not really valid. it may be better to combine several types of activities: shops, associations, co-working spaces...                 |
|  |  |  |   | Amongst the objectives given to the Urbact Local Group, is that of coconstructing a program of events, in a progressive way, in conjunction with a policy developing temporary/one-off and permanent events and activities in the Rue du Château-du-Roi, which would be complementary, and not competing with, the more general program of activities for the city.       | In progress. Several projects  |
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| 3.Improve quality of life |  | <b>Improve urban public spaces:</b> create a renewed, safe, lively and modern living environment | Quality renovations of urban public spaces  | - 3 squares completely renovated.<br>- More than 80 streets renovated in the Conservation Sector between now and 2020 (streets and public lighting)               | All points may be discussed in the ULG:<br>.renovation project of a square very next to CdR Street (post 2020) : not ready<br>Ongoing actions:<br>.Streets renovation: some of them already done, the main one to be done before the end of 2019<br>.Green places: have to be taken into account in the renovation project |
|                           |  |  | Structured and reactive local services: development of a mobile app to fix everyday problems (rubbish collection, graffiti, street lights...) | - Creation of a special service: 2300 interventions in 2015, 2840 in 2016.<br>- Creation of the digital app Tell my city (+ 400 interventions thanks to the app). | Ongoing.   |
|                           |  |  | Development of Secret Garden of Cahors  |   | 2019-2021:<br>..New green spaces projects as Secrets Gardens of Cahors in historic neighborhood  |
|                           |  |  | Château du Roi Street   |   | 2019: Public project to redevelop the street: to be done before the end of 2019, with green spaces<br>Post 2020: Creation of a new Secret Garden in the Château du Roi Street<br>Post 2020: renovation project of Lafayette Square (problems of safety: drugs and alcohol)   |
|                           |  |  |   |   |  |
|                           |  | <b>Ensure and maintain public safety and tranquility</b>   | Reinforce a professionalised police presence  |   | 2018: new organization of the city Police Department, with more policemen and a new chief  |
|                           |  |  | Yearly lightning graffiti removal operations.   | A service supported by the city to the private owners benefits  | To be continued  |
|                           |  |  | Install video-surveillance: installation of 19 cameras all over the heart of the city.  |   | Used by the city police department to maintain public safety   |
|                           |  |  | Château du Roi Street   |   | 2018: "walking diagnostic" with Cahors ULG about unsafety questions<br>The City Police aware of a few problems next to the street (alcohol and drugs)<br>A collaboration between the city police department and the National Police<br>A special effort about street enlightenment as part of the renovation project       |
|                           |  |  |   |   |  |
|                           |  | <b>Optimise traffic flow and parking</b>   | Structure the local bus system<br>Creation of the Evidence (bus system) mobile app and information displays (real-time bus schedule)          |   | A new public procurement concession with the possibility of free access to buses   |
|                           |  |  | Improve parking via a coherent city-wide plan   | - Free parking Saturday afternoons to allow people to shop easily on the week-end.  | To be continued.   |



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|  |  |  |   | <ul style="list-style-type: none"> <li>- 1 500 parking cards for residents and local businesses (special rates)</li> <li>- Creation of 3 short-term parking zones in the heart of the city centre.</li> <li>- 9 park and ride areas to facilitate parking at the edge of the city without causing traffic congestion (connected to the bus system, or to the free shuttle, or by an easy 10 minutes walk from the city centre...)</li> </ul> |   |
|  |  |  | A "shared zone" in the heart of the historic city to allow pedestrians, bicyclists and cars to move throughout the city centre safely | Creation in 2015.  | To be continued.  |
|  |  |  | Château du Roi Street   | November 2016: project of testing a total or partial pedestrianization of the street   | <p>2018: work with ULG on this topic then preparation of the project of the street renovation with pedestrianization</p> <p>2019: Setting up the pedestrianization of Château du Roi street</p> <p>Post 2020: study to extend the pedestrianization to the north of the street, next to the school group (Soubirous Street)</p> |

## IC1: Integrated approach & IC4: From strategy to action plan

> *What this challenges “look like” in your city (...)?*

IC1 and IC4 are a methodology to maintain. Lots of projects succeed thanks to this way of working.

> *The assessed importance/relevance of the challenges in the local city context.*

This challenges are relevant.

> *How do you plan to overcome the challenges (...)?*

- Hiring of a project manager
- Setting up meetings to follow projects that are implementing our urban strategy every two weeks (meeting that first bring together all departments concerned), then meeting with the main elected official who are in charge with the strategy implementation.

> *Where do you need to develop (new) capability/capacity? Where will you use existing capability?*

We hired a project manager, but the right profile is not easy to find. He / she need to be in a mode project state of mind and work, to have a very transversal attitude and to be very diplomatic, to coordinate the various projects. He/she must know how to rely on the skills of project managers.

> *What are the success factors for this Challenge (more specific than just “overcome this challenge”)?*

- A project mode way of working.
- Information well shared.

> *What will success mean, in terms of changes to your implementation ability and practice? How will you know how far you have travelled, in terms of improving your Implementation practice?*

- IC1: Difficult to say and to find indicators to measure it. Maybe one indicator could be the way our funding partners are supporting, or not supporting, our projects.
- IC4: We have to identify indicators to measure how strategy become reality through operational action, and how these actions implemented contribute to achieving the objectives of the urban strategy. For example, the cinema construction will bring more consumers in the city centre, will create a reason to go out at night or during weekends with friends or families, will avoid (we hope so) consumers to go to Montauban or Toulouse to see the last movies we can't yet see nowadays on the screen in Cahors, etc. The future cinema should sell about 150 000 tickets per year. Another example concerning Château du Roi Street: after the street renovation, and future workshops about animation of the street, it will be interesting to see how many events have been organized during the year and how many are planned to be organized in 2020.

## IC2: Maintaining involvement of local stakeholders

### > What this Challenge “looks like” in your city (...)?

The IC2 is very important for Cahors’s project in Int Herit Network, maybe the main challenge. Maintaining involvement of local stakeholders is one of the main keys to the street redynamization project success. But the administration didn’t have really the know-how.

### > The assessed importance/relevance of the Challenge in the local city context.

This challenge is very relevant.

### > How do you plan to overcome the Challenge (...)?

..We hired professionals to train Technicians (see picture next) and elected officials to participatory approaches.

..They helped us to manage our ULG and to prepare each meeting.



### > Where do you need to develop (new) capability/capacity? Where will you use existing capability?

Thanks to Urbact Program, we trained technicians and elected officials to participative approaches, but we’ll need time to experiment again, on other projects, and really acquire the methods.

### > What are the success factors for this Challenge (more specific than just “overcome this challenge”)?

..Training for technicians and elected officials, then experimentation in real life!

..Having a kind of work methodology with ULG, even if it is not written yet:

- the role of technicians and elected officials well defined at the very beginning,
- transparency with ULG members,



- using words everybody can understand,
- commitment to the confidentiality of exchanges and about information given,
- regularity of meetings,
- friendliness attitude during meetings, before, and after,
- the right to speak for all,
- participation tools use (roles games, evaluation online, and so on),
- report after each meeting,
- appointment of a representative of the group,
- allowing them to have meeting and exchange between themselves outside from meetings,
- the framework of work well defined from the beginning, and sometimes remembers, if needed (what we aim to do, how, how far stakeholders can decide, and so on),
- evaluate the approach regularly, to adapt tools and methodology.



*ULG meeting after the walking diagnostic, in October 2018*



*Workshop about what is wrong and what is right in the neighbourhood (summer 2018)*

*> What will success mean, in terms of changes to your implementation ability and practice? How will you know how far you have travelled, in terms of improving your Implementation practice?*

- If the street renovation project is done this year taking into account our ULG's involvement.
- If we managed to make our ULG organizing events and meetings to redynamize the street: the ULG could, for example, create an association with inhabitants and actors of the street to organize events.
- if the Lafayette Square renovation project take place after 2020, we should use part of actual ULG members to create the future stakeholders' group for this project.

### IC3: Measuring performance

> *What this Challenge “looks like” in your city (...)*

Cahors nor the Agglomeration have not defined an evaluation process. Our administrations would like to have methods and indicators to better evaluate its actions and its strategy, and to improve them if necessary. As said before, Foresight Department has to set up an experimental evaluation process for our public policies, but the process is just in at its starting point.

> *The assessed importance/relevance of the Challenge in the local city context.* This challenge is relevant.

> *How do you plan to overcome the Challenge (...)?* It is the part of the project the more difficult to deal with. As usual, it is not a priority because we’re missing time and people to work on it.

> *Where do you need to develop (new) capability/capacity? Where will you use existing capability?*

It is not easy to organize. Need time, funding, people to organize and implement it. The Foresight Department is in charge of this big action, but not organized at all at this time.

> *What are the success factors for this Challenge (more specific than just “overcome this challenge”)?*

- Means to organize evaluation.

- Organizing this process but in a progressive way no use to go too fast).

> *What will success mean, in terms of changes to your implementation ability and practice? How will you know how far you have travelled, in terms of improving your Implementation practice?*

- When we’ll have organized the process, even just to experiment, in our administration.

- When, from this experimentation, we’ll have elaborated tools to evaluate part of our actions

### IC5: Setting up PPPs

> *What this Challenge “looks like” in your city (...)?*

The administration has not really yet explored this possibility but may be interested in developing PPP in the future, not in the “French way” of making PPPs (the method is not always well used in France, with significant financial deviations). The way Int Herit partners are talking about it in their countries seems to be more interesting, but the French law may have to evolve too.

> *The assessed importance/relevance of the Challenge in the local city context.*

This challenge is relevant.

Enhancing funding of actions and policies are very relevant

> *How do you plan to overcome the Challenge (...)?*

Through our integrated approach, we already are looking for, for each policy or project, funding and federate our partners, but we could be better and go further, involving private investors in particularly.

We're also currently working on a philanthropy/patronage strategy in the Foresight Department.

> *Where do you need to develop (new) capability/capacity? Where will you use existing capability?*

There may be a real know-how about mobilizing private investors on our projects.

We may need:

- training session for technicians concerned,
- communication tools to sell projects,
- maybe to hire professionals.

> *What are the success factors for this Challenge (more specific than just "overcome this challenge")?*

- to have interesting projects to invest in, in the framework of our strategy or our brand (coherence),
- to have something to give to investors in exchange of their participation.

> *What will success mean, in terms of changes to your implementation ability and practice? How will you know how far you have travelled, in terms of improving your Implementation practice?*

## 4. Learning Journey

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### Creation of Cahors's ULG

Thanks to the Int Herit network, and especially to the methodology worked during peer review and transnational meetings' workshops, we have been able to create our ULG, in particular to identify the actors who might be interested in participating in such a process.



*First meeting with Cahors ULG members*



But we missed time and we could not lead the way as it should have been in a real ideal. We realized this when we trained. It would have been necessary to make a real public call to participation, not just to select people from our side. The experimentation should have been led during the Urbact Program.

For next stakeholders groups, we'll have to take into account the time needed to organize participatory approach. It is never lost time but if you decide to adopt this kind of approaches, you need to think about it really early in your projects!

***Participatory democracy, a valuable tool for managing public and private projects in city centre...***

We started working with ULG while training in participatory democracy techniques. It was a simultaneous implementation, not always easy and therefore not very comfortable. But the result was the real bond of trust that has established itself, a true conviviality too, especially between the inhabitants and the technician team that is coordinating. But this link remains very fragile, however, it is necessary to regularly remind the rules that fit the work to the participants, but not only. We saw it as part of the renovation project of the street, especially in-house (elected and some technicians).

To emphasize conviviality, we can evoke the spontaneous organization of a meal after a meeting where everyone brought something to share. An initiative that has been renewed and that could also lead to the organization of a meal among all inhabitants in the street, opened to ULG members but also to residents.

See *Château du Roi ULG (vox pop)*: [https://youtu.be/\\_jKqGz8Y0SY](https://youtu.be/_jKqGz8Y0SY)

The process conducted with the ULG has also enabled residents and street actors to meet, exchange and develop their own projects. It is clearly seen through the project of Alexia Vandomme, private investor who renovates a building in the street.



*On the picture, the visit organized in 72 Château du Roi Street before the ULG meeting in July 2018.*

This networking should continue, including outside the meetings we organize ourselves. The best would be that it leads to an association of residents and actors of the street, to take care of events, events... that the city could support elsewhere.

See 72 Château du Roi Street (video case): [https://youtu.be/05w\\_6C1pqt5](https://youtu.be/05w_6C1pqt5)

See another video made in the framework of the communication about the urban strategy:

<https://vimeo.com/319430548>

### ***...but a fragile process***

As we saw this past few weeks, it was not so easy to make everybody agree on a collective project:

- the architect who suggested three scenarios, but at the beginning, who seemed not to have measured the degree of investment of the group in the project, nor their knowledge of the project and their needs,
- the technical services which are coordinating the project and who had to take into account all demands and uses of the street with a limited budget and timing,
- the ULG who is associated to build it since almost two years, if we take into account the workshops in November 2016, but who felt not really taken into account,
- elected officials who want to stay very careful with budget and asked the project was done before the end of the year,
- and the ULG technician team, who built a trust relationship with ULG members till now.

It is a fragile building!

We had to organize several meetings in the past two months (March, April and May), to be able to present it to inhabitants with ULG members on May 24th.

To do that, we had to postpone our “final event” which was previously planned on May 6<sup>th</sup>. It will be a public presentation of the renovation project of the street to inhabitants in the neighbourhood, we’ll make it at two voices, the ULG members and the elected officials ones.

Participative approaches are a ‘walking approach’. Even if you planned everything since the beginning, you may have to adapt during the implementation. You have to be ready for that!

### ***A tool to organize internally, means to release***

When we decided to participate in the Int Herit network, one of the objectives was to experiment with participatory democracy so that we could then, for the next mandate, propose an organization internal to our administrations. We come to the end of this experiment, which confirms all the interest that there will be to do that. It remains to organize however.

As said before (the end of point 2): The technical team hired to coordinate the Cahors ULG would not be the same tomorrow on other projects. **How to organize participatory approaches on future projects in our administration?** Who will drive the approach technically: a dedicated department, or technicians trained in each department, or a transversal team mobilized according to projects?

Moreover, we have to think about **participative budget**. Participatory approach is not only an internal organization, it should also be means that the city decides to dedicate to the stakeholders’ groups to implement projects.

During this past two years with Int Herit, one of our ULG member decide to write a book about the street and its story, with former inhabitants and former actors of the street (the former jail director, former restaurants owners...). She published it last April. It is something we decided to help in our ULG process. We didn't had any money left for cultural projects, but fortunately, we had preserved a few euros dedicated to participatory approach at the end of 2018, not really knowing what projects for. Just in case. Fortunately! But now we have to organize it really because a participative budget should be decided with stakeholders. But in that case, we didn't associate them when we decided to support the project.



About this book published in April 2019:

- <https://www.blogdesbourians.fr/le-livre-sur-la-rue-du-chateau-du-roi-est-sorti/>
- <https://medialot.fr/cahors-la-rue-du-chateau-du-roi-a-livre-ouvert/>

**Int Herit network: the richness of the exchanges**

In each transnational meeting, it is really interesting to discover the partner projects and issues. In particular, we have seen the wealth and variety of each partner's heritage. Peer reviews also make it possible to confront different realities and to relativize as well. Finally, the exchanges, for Cahors in any case, confirmed the findings, the needs, the means to be implemented in an objective way, by partners who were discovering our territory. This reassured us, on the relevance and the logic of our approach and it brought elements of reflection which will be used for next workshops with our ULG, in particular on the animation of the street.

**See the meeting' video.**



## 5. Synthesis

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### **A better project is a (well) shared project!**

Our main challenge was really how to involve and to maintain stakeholders' involvement.

Int Herit Network brought to Cahors an opportunity to go further in participative approach, to build a real methodology that remains to write, but it is very clear participative approaches bring every time something to make better project.

We have to be organized and to decide how to include this kind of approaches in our organizations. We have to think very early in our future projects if it is relevant, or not, to adopt a participatory approach and if it is, on which perimeter: the all project or just part of it? And we have to feel very aware that all this process is fragile and can be broken with almost no real reason, just because something is badly understood, or badly explained. After the first meeting with the architect, One of our ULG member said in March: "the project seemed to be already made!". Understand: "without us".

This experiment completes and nourishes the very integrated and very transversal approach of the urban strategy, wide and quite heavy methodology which remains relevant to try to "rebuild the city on the city". But for the future projects, we have to be sure every stakeholder of the project is aware and trained with this kind of process and to be ready to remind how it works (or should work) as often as it is needed all along the process.

At the transnational level, it turned out to be very rewarding. Exchanges with partners, in transnational meetings, brought experiences from other countries, helped us to identify some points of view we didn't see before, it also helped us to look at things in hindsight. In Cahors's meeting in particular, partners helped us to confirm various analysis already made about our Château du Roi Street project, we'll have ideas to begin the work about animation of the street next meeting!

It brought up ideas for Palais de Via's future too, that may be useful in the implementation of the rehabilitation project that will be launched next summer thanks to the "Reinventing our city hearts" program (Palais de Via project has been selected last March to benefit of an extraordinary procedure to be rehabilitated).

We sincerely hope we brought all the same to all of them.





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