Culture, Sustainability and Urban Innovation:

Towards culture as a strategic objective for urban development in the City of Cape Town.

Without culture, cities as vibrant life-spaces do not exist; they are merely concrete and steel constructions, prone to social degradation and fracture. **It is culture that makes the difference.**

It is culture that defines the city as what the ancient Romans called the civitas, a coherent social complex, the collective body of all citizens.

UNESCO, 2016

This note highlights the importance of valuing the cultural dimensions of sustainability and the role of culture in urban innovation and wellbeing. It is intended to support the City of Cape Town (CCT) and Arts & Culture Branch (ACB) in developing a strategic positioning for culture.

A strategic approach to culture can:

Build innovative cultural and social capacities and capabilities

Foreground the importance of cultural and natural heritage assets that integrate tangible and intangible heritage

Promote creative forms of governance

Elevate the role of culture in supporting environmental responsibilities

Stimulate citizenship through democracy, diversity and inclusion

Meet the objectives of Sustainable Development Goal (SDG) 11

Support inclusive and sustainable cultural industries and creative economies

Identify strategic partnerships for culture-led planning

People and participation

Processes and programmes

Places and planet

Politics and political will

A just and sustainable city

Policies and partnerships

Planning and public finance

11 SUSTAINABLE CITIES AND COMMUNITIES

"
Culture is made up of the
values, beliefs, languages,
knowledge, art and wisdom
with which a person or people,
individually or collectively,
express both their humanity
and the meaning they give
to their life and its course.
Culture is a common good that
broadens everyone's capacity
to shape his or her own future."

CULTURE 21: ACTIONS

Under Construction (2013), Aeneas Wilder. District 6 Museum, Cape Town.
(Credit: Infecting the City, Institute for Creative Arts)

Framing

The importance of intrinsic and instrumental values of culture in cities is widely recognised but **how** cultural imperatives get institutionalised in municipalities is less clear.

There is a tangible contribution of culture to the economy. Much of its intangible value lies outside of the market and therefore runs the risk of being under-recognised and under-funded. Cities are fiscally constrained, especially now as an effect of the Covid-19 pandemic. It is therefore crucial to demonstrate how culture has cross-cutting benefits for the city of Cape Town and its residents. The social and spatial impacts of colonialism and apartheid were fundamentally shaped by cultural imperatives for example, using cultural arguments to cement segregation, and therefore it is crucial that culture is part of undoing the wrongs of the past while imagining inclusionary futures where 'no one is left behind' (SDG).

> "
> *It is estimated that the cultural and creative industries contributed R62 billion or 1.7% of the total GDP in 2017. In 2018, a South African Cultural Observatory mapping study showed that the greater cultural economy employs 6.94% of the national workforce. It generates one million jobs."*
>
> **SNOWBALL AND SHELVER, 2019**

This note is underpinned by four important points linking **culture** to:

environmental sustainability

social sustainability and wellbeing

livelihoods and innovation

and enabled by:

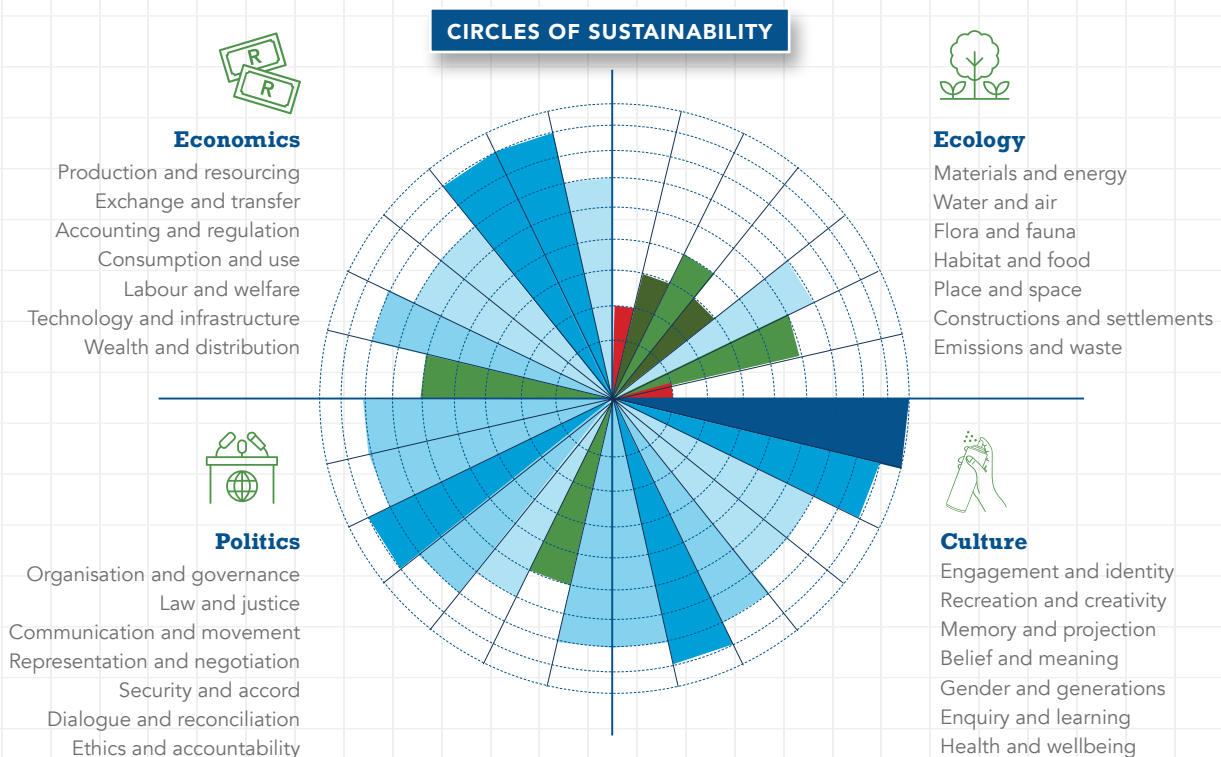**creative and cross-cutting governance**

Culture and the environment
Playing an important role in sustainability

The United Cities and Local Governments' Agenda 21 for Culture makes a strong case for culture being recognised as the fourth pillar of sustainability alongside environmental, economic and social sustainability. It argues that 'recognising the importance of culture in sustainable development means exploring the connection between culture and the environment. **Culture influences our understanding of the environment and our relationship with it on a deep level**' (Culture 21: Actions).

A strategic approach to culture in the City can explicitly show the connections between culture and climate change, resilience, risk preventions and sustainable ecosystems, drawing attention to how culture connects to other strategies. This is already visible in how culture is referenced in the **Cape Town Resilience Strategy (2019)** and the **Environmental Strategy for the City of Cape Town (2017)**. A strategic approach can also foster a space for citizen/resident knowledge to interface with environmental management in the city.

CIRCLES OF SUSTAINABILITY

Economics
Production and resourcing
Exchange and transfer
Accounting and regulation
Consumption and use
Labour and welfare
Technology and infrastructure
Wealth and distribution

Ecology
Materials and energy
Water and air
Flora and fauna
Habitat and food
Place and space
Constructions and settlements
Emissions and waste

Politics
Organisation and governance
Law and justice
Communication and movement
Representation and negotiation
Security and accord
Dialogue and reconciliation
Ethics and accountability

Culture
Engagement and identity
Recreation and creativity
Memory and projection
Belief and meaning
Gender and generations
Enquiry and learning
Health and wellbeing

Source: UN Global Compact Cities Programme, 2011

Culture and social sustainability
Vital to wellbeing in cities

The Social Development Strategy emphasises the importance of 'the overall improvement and enhancement in the quality of life of all people, especially people who are poor or marginalised', and cultural vitality is crucial to ensuring this. There is also a push towards looking at the economy through a wellbeing lens which is inextricably linked to meeting the SDG targets. A wellbeing economy is 'an economy in service of human and ecological wellbeing' and is 'regenerative, collaborative and purposeful' (Trebeck, 2019).

Resident engagement plays a huge role in the connecting of social, economic and environmental interests and objectives. In a culturally fragmented society with worrying xenophobia, fostering cultural connectivity and collective wellbeing is vital. The development of a **Cultural Planning SOP** and the revision of Arts Cultural and Creative Industries Policy begin to demonstrate how culture can play a role in engaging with residents in sustainable governance, planning and the implementation of a wide array of policies that hold wellbeing at their core.

> *A happy society is not only a materially wealthy society but also a society in which citizens can trust one another, have a sense of freedom, and have close social relationships."*
>
> **OISHI AND GILBERT, 2010**

Health (physical & mental)

How can all members of our community enjoy the **best possible physical and mental health**? What about people with **special needs, older people, and carers**?

Environment & Sustainability

How do we value our **natural environment and man-made heritage**? What can be done to conserve, protect and restore these? How can we **interact with the environment in a sustainable way**, and hand it on to the next generation in a better state?

Economy & Resources

How can our communities **thrive economically, with good jobs, and supports for enterprise, business and for people not in work**? What resources do we have and are they used effectively without causing harm to social and environmental sustainability?

Community Wellbeing

Values, Culture & Meaning

What is needed to ensure that **everyone feels, and actually is, included and valued, and that our different values and cultures are respected** and nurtured? What are the important parts of our culture that we want to hand on to future generations?

Social & Community Development

How can we be an **inclusive community** where we support each other and ensure no one is left out? What are the **important social services and facilities** we need to live well from childhood to old age?

Participation, Democracy & Good Governance

What is necessary to ensure that our **local government structures support the wellbeing of our community** for this and future generations? What is necessary to ensure that we have a **voice in the decisions that affect us**, and that all voices are being heard?

Source: Best Health Tourism, 2019

Culture and livelihoods
Playing an important role in urban innovation

The 2020 World Economic Forum's 'Cities of Opportunity: Connecting Culture and Innovation' highlights the untapped opportunity for innovation in culture and in new forms of work. For example, a recent study by McKinsey and Company (2018), which used two million pieces of financial data and 100,000 design actions over five years, concluded that design-lead companies had 32% more revenue and 56% higher returns to shareholders compared to other companies.

As the city recovers from increased unemployment due to Covid-19 the livelihood opportunities that support the interests of locals can rebuild the economy. **A strategic approach to culture would demonstrate how supporting innovation, vibrancy and cultural tourism will meet multiple needs locally, regionally and globally.**

The benefits of cultural tourism have been recognised but are limited due to the intended market being foreign tourists and it is uncertain how the sector will recover in post COVID context. **This presents a unique opportunity to leverage locally oriented support of cultural livelihoods and the cultural economy.** However, the mainstream market tends to privilege those already with access to networks and resources, while many residents (particularly youth) are engaged in cultural work that is under-resourced and under-recognised. Cultural mapping and planning (see Ps) can play an important role in identifying economic opportunities.

> *Culture has provided cities with the dynamic wellspring by which to exchange, challenge, innovate and evolve.*
>
> **UNESCO, 2016**

Innovation
The act or process of introducing new ideas, devices or methods to solve problems

Culture
The way of thinking, behaving and working that exists

Culture of innovation
Nurturing an environment that continually introduces new ideas or ways of thinking, then translates them into action to solve specific problems and seize new opportunities

CULTURAL & CREATIVE DOMAINS

Architecture
Design
Publishing
Television
Advertising
Parks
Photography
Museums
Jewellery and crafts
Music
Literature
Performing Arts
Visual Arts
Film
Galleries
Radio
Zoos
Libraries
Archives
Sound recording
Video games
Computer systems
Fashion

Decreasing share of cultural or creative content in the goods and services produced

Source: Throsby in Popovic

Credit : ANDYMKOSI

Culture and governance
A culture-based creative city can offer cross-cutting and connecting opportunities

> *…the creative city is more like a free jazz session than a structured symphony. Jazz is a democratic form, everyone can be in charge at some point yet, done well, the individual performances seamlessly fit together. The creative city needs tens of thousands of creative acts to fit into a mosaic-like whole. There is not one conductor guiding everything from above, although leadership, hopefully widespread, sends out signals of the principles and values that are deemed right.*
>
> **LANDRY, 2006: 341**

The CCT has begun to embrace the identity of a creative city and is part of UNESCO's Creative City network. Charles Landry, one of the key thinkers proposing practical steps for municipalities to embrace creative governance, argues that institutionalising culture involves innovative and imaginative governance. Identifying opportunities for social, economic and environmental innovation through better understanding the cultural landscape of a city is one part of valuing a creative city. One of the challenges identified by city officials is the siloed ways in which the City operates. Crucial to address this is pinpointing strategic partnerships, collaborations and cross-cutting issues of mutual concern.

Identifying the strategic potential of culture can facilitate practical steps to institutionalise and operationalise the intersection of social, economic and environmental objectives that connect the Integrated Development Plan (IDP) and SDGs in tactical ways based on foregrounding urban wellbeing and innovation. The ethos behind the Creative City network and practices of creative city-making are well placed to support how a city can hold people, places and the planet at the centre of inclusionary development.

Economic impact of the arts · City of culture · Culture-led regeneration · Cultural workers · **Creative city** · Place identity · Place-making and urban design · Event-led regeneration · Culture economy with creative industries

Source: Adapted from Evans, 2017

Connecting culture

The Arts and Culture Branch (ACB) of the CCT has been working on several different projects that demonstrate the value of connecting culture.

People and participation

Processes and programmes

Places and planet

Policies and partnerships

Planning and public finance

Politics and political will

A just and sustainable city

People and participation

According to the IDP, one of the pillars of the CCT's commitment is to foster a caring city, which is ever more important as the city responds to and recovers from the Covid-19 pandemic. A caring city places its residents at the centre, and leveraging the strategic potential of culture can demonstrate concrete ways to support cultural rights, value diversity and democracy, promote equity and inclusivity, and most importantly build trust.

The ACB has engaged with multiple communities and cultural organisations across the city creating opportunities for residents to articulate their relationship to the city and reimagine the identity of their communities. Since 2015, ACB has been engaged in Cultural Mapping and Planning (CULPLAN) and have worked with local youth, funded through the Expanded Public Works Programme (EPWP). The youth were trained to conduct research in their communities which was collaboratively developed into cultural plans that acknowledge diversity and promote inclusion. The youth felt empowered, and some have started their own cultural initiatives in their neighbourhoods.

Cultural Planning aims to assist in the realisation of a desired future, to provide a platform for the community's values and aspirations, and fuel social and economic development. (City of Cape Town, 2021)

Cultural Mapping (see below) is the process of identifying and cataloguing a community's cultural resources and assets, it is an inventory of all cultural assets within a specific community. These include arts, heritage and beliefs, as well as facilities, organisations, people, ideas, customs and relationships.

Mapping Mannenberg, using string and metadata paper tags that could later be inputted into GIS maps. (*Credit: ACB CCT*)

KEYWORDS

diversity, democracy, cultural rights, equity, inclusion, trust

IDP

- **4.3.b** Citizen value programme
- **4.3.c** Public participation programme

SDG

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

LESSONS

The CULPLAN processes provide an opportunity to add spaces, places and social practices identified as important by communities to the City's Heritage Inventory. This can foster a sense of public pride and make people feel valued and seen. Furthermore, strategic partnerships such as with EPWP, can assist with meeting multiple objectives including supporting livelihoods.

Positioning culture strategically in development and planning processes can assert a core set of ethics, principles and participatory methodologies to deliver on the City's commitment to a caring city.

Processes and programmes

> "
> *Cultural planning is the only basis from where we can move our communities forward as it can address the social problems that disrupts social cohesion, tells the stories of local people and make them enthusiastic about our culturally diverse nature."*
>
> ***IZAK JENNER: ARTS & CULTURE MANAGER, 2018***

Ensuring cultural infrastructure and facilities remain active is a challenge faced by municipalities worldwide. To create spaces that are alive and nurture the social and cultural lives of residents, programming is key, and community participation is crucial to the design process. The CULPLAN processes have proven successful in this regard.

The ACB have developed Cultural Mapping and Planning toolkits and mapped 51 suburbs over six years (2014 – 2020). This data is invaluable not only to the ACB but can add important layers to other mapping endeavours in the City, enriching heritage and land use overlays and making cultural opportunities visible for future development planning.

The first CULPLAN project took place in Langa, an old neighbourhood rich in artists, musicians and performers. A mixed group of a local stakeholders and residents were brought together to participate in a four-month mapping process. A cultural plan was developed and implemented by champions. An outcome of the cultural plan was a three-day resident led festival. The festival mobilised local resources and economic opportunities identify by residents with the support of the ACB. Since the festival, the cultural precinct around the Gugu S'thebe Centre remains a hive of cultural activity.

LESSONS

The ACB was able to support the implementation of the cultural plan through making available its facilities for the festival and the eighteen-month lead up. This **demonstrates a need for accessible cultural infrastructures in resourcing the development of communities**.

The CULPLAN processes exemplify the role that communities can play in building an inclusive, integrated and vibrant city, and provide a mode of participatory governance for enabling active citizenship that should be capitalised on. Furthermore, cultural maps identify cultural and creative innovation useful for identifying and supporting livelihood opportunities and for contributing towards building a more inclusive creative economy.

Communities within the City that are historically considered impoverished have a strong sense of their own cultural identity, easily identifying well-known neighbourhood personalities, significant events, and socio-economic issues and opportunities. The data collected through CULPLAN recognises of the individuality of each community whilst being relevant across multiple communities and is a valuable resource for the planning of facilities.

Positioning culture strategically can ensure that cultural objectives in a neighbourhood align with other forms of social infrastructural development and can leverage innovative uses of budgets in the interest of a more inclusive city.

Credit : ANDYMKOSI

Places and planet

The CCT's **Arts Culture and Creative Industries Policy** acknowledges that tangible and intangible cultural heritage has a unique role to play in facilitating social, cultural and ecological interactions and shaping the identity of the city. The policy suggests that many cultural and natural heritage resources are underrepresented.

Additionally, the **Culture for the 2030 Agenda (2018)** recognises the role of local and indigenous knowledge systems in reaching SDG targets such as to develop resilience and adaptive capacity to mediate the risk of climate-related hazards (target 13.1) and to create adaptive and sustainable food production systems (target 2.4).

In 2019, ACB's Heritage Awareness Programme hosted the *Medicinal Plants Travelling Exhibition* in partnership with the Museum Services Branch of the Department of Cultural Affairs and Sports. The exhibition showcased the role of medicinal plants in different cultural groups in the Western Cape. Through presenting traditional herbal medicine the exhibition demonstrated that local biodiversity and natural-cultural heritage can play a significant role in uplifting people's lives and individual relationships to the city. Understanding cultural and ecological heritage practices is important as they are expressions of belonging and individual identity that are rooted in traditional skills and connected to forms of memory and indigenous knowledge systems.

KEYWORDS

neighbourhood

and environmental responsibility, tangible and intangible heritage, biodiversity, natural-cultural heritage

IDP

- **Spatial priority 1:** Build an inclusive, integrated, vibrant city

- **Spatial priority**

  2: Manage urban growth, and create a balance between urban development and environmental protection

SDG

11 SUSTAINABLE CITIES AND COMMUNITIES

15 LIFE ON LAND

LESSONS

Documenting and capturing the everyday narratives of people in the city is important as it provides multiple insights into their lived experiences. Through a heritage lens an image of a diverse and layered city emerges, with a multiplicity of cultural and ecological heritage practices. Such practices are vital for forging sustainable relationships with natural resources and ecosystems in the city.

Positioning culture strategically can acknowledge the significance of local and indigenous knowledge systems and connects with environmental and heritage strategies could assist the City in planning towards a future as an environmentally sustainable and resilient city with a rich cultural life.

Policies and partnerships

IDP

- **Guiding principles:** Governance reform and Transversal approach

SDG

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

Culture is currently governed by the Arts, Culture and Creative Industries Policy. The policy seeks to celebrate cultural diversity and preserve tangible and intangible heritage to create a more inclusive city. It aims to promote Cape Town as an attractive international tourist destination and develop the cultural sector to drive job creation through creative economies. However, fiscal constraints as well as the City's ability and political will to execute it have hindered the adoption of the policy.

Identifying a strategic approach to culture will assist in identifying where culture intersects with other strategies which will not only further the aims of the ACB but can provide opportunities to strengthen the deliveries promised in other strategies. A review of five strategies approved by Council in 2017, drew attention to the need to allocate resources to preserve the City's cultural and heritage assets. For example, the **Cape Town Resilience Strategy (2019)** and the **Environmental Strategy for the City of Cape Town (2017)** relate to culture as a tool to foster social cohesion in diverse neighbourhoods and to facilitate the management of cultural heritage, with the ACB tasked with implementation and oversight of particular actions.

The following tables indicates where culture, as described in this document, can play a supportive role in the implementation and delivery of these strategies.

POLICY: RESILIENCE STRATEGY

Section goal principle	Strategic objective / Action / Directive	6Ps
Goal 1.3: Combat discrimination and build social cohesion	**Action: 1.3.1** Launch public messaging campaign and public dialogue series to address discrimination.	
	Action: 1.3.4 Develop programmes that foster welcoming neighbourhoods	
Goal 2.2: Engage communities and the private sector to improve public spaces	**Action 2.2.1** Grow the Urban Regeneration Programme to all parts of the city	
	Action: 2.2.2 Address social ills and create opportunities in Manenberg through a Youth and Lifestyle Campus	
	Action: 2.2.4 Establish a transversal public spaces work group	

POLICY: ENVIRONMENTAL STRATEGY FOR THE CITY OF CAPE TOWN

Section goal principle	Strategic objective / Action / Directive	6Ps
5.1. Vision To enhance, protect and manage Cape Town's natural and cultural resources for long term prosperity, in a way that optimises economic opportunities and promotes access and social wellbeing.	**5.2.8**. all citizens have reasonable access to a safe, well maintained, green recreational space, such as a park or greenbelt;	
	5.2.9. all citizens have reasonable access to safe, well maintained and ecologically diverse natural open spaces such as nature reserves, national parks, large city parks and coastal areas;	
	5.2.10. A range of open spaces (including parks, nature reserves, public open spaces, recreational and sports facilities, cemeteries and memorial gardens) are provided that meet the full spectrum of community needs (including social, cultural, religious, and spiritual needs), are high-quality community spaces, and are integrated into the City's open space and natural systems planning;	
	5.2.17. Cape Town's cultural and built heritage environment is appropriately honoured and conserved, and the city's unique sense of place and cultural landscapes are maintained and enhanced; and	
	5.2.18. all citizens know how to live in a more sustainable way, and make environmentally and socially responsible choices.	
6.2. Equity and Accessibility The natural environment is a shared asset, held in trust for the common good of all, including future generations. However, the legacy of historical inequity and inequality has led to a significant disparity in access to ecosystem goods and services as well as natural open space and the social, educational, spiritual, and recreational opportunities it provides.		
6.3. Economic and Social Benefits The natural environment is one of Cape Town's most important economic and social assets, and has the potential to provide a range of corresponding benefits, goods and services to communities, businesses, and individuals.	**6.3.4.** protect and enhance the economic value of natural and heritage areas, public open spaces, natural resources and the natural environment as a whole, and ensure that developments or land use changes which negatively impact on the economic value of the environment are avoided, or mitigated in a sustainable manner ;	
	6.3.5. protect the social amenity value of natural and heritage areas, and public open spaces, while working towards restoring and managing degraded natural spaces to create improved social assets ;	

Section goal principle	Strategic objective / Action / Directive	6Ps
6.10. Protected Natural Heritage Cape Town's natural heritage is a significant economic and social asset, and contributes significantly to the unique sense of place, strong global identity, and distinctive landscapes that are characteristic of the city.	**6.10.2.** ensure that the city's natural and semi-natural open spaces that protect indigenous biodiversity and landscapes and promote sustainable economic and recreational activities - including nature reserves, critical biodiversity areas, river corridors, wetlands, estuaries,	
6.11. Protected Cultural Heritage Cape Town's cultural heritage as it relates to the built environment is a significant economic and social asset, and contributes significantly to the unique sense of place, strong global identity, and community spirit that is characteristic of the city	**6.11.3.** ensure that the city's cultural heritage, including the built environment and sites of cultural and historical significance that promote Cape Town's unique sense of place and celebrate the city's diverse cultures, are appropriately protected and managed, while promoting sensitive new development and adaptive re-use in line with the City's densification policy;	
	6.11.4. identify, assess, conserve, manage and enhance the heritage resources, structures and landscapes of all the people of Cape Town and ensure that the memories and values associated such resources are appropriately represented;	

POLICY: LOCAL BIODIVERSITY STRATEGY AND ACTION PLAN

| Section goal principle	Strategic objective / Action / Directive	6Ps
Strategic Objective 5: Increase communication efforts to enrich Cape Town citizens' knowledge of our local biodiversity.	**OUTPUT 4:** Facilitate appropriate environmental awareness, education and community conservation programmes for all relevant target audiences in alignment with existing policies and strategies	

LESSONS

The mention of culture in CCT's resilience and environmental strategies indicates how other City departments place importance on culture in sustainable development. This provides an opportune moment to **develop additional policy instruments and tools that enable cultural to play and integral role in development of City's Spatial Development Framework** (SDF), align with the five Strategic Focus areas of the IDP and the SDGs.

Positioning culture strategically can identify specific points where policy coalitions can address 'wicked' and interconnected challenges as well as leverage economic, social and environmental opportunities in the city.
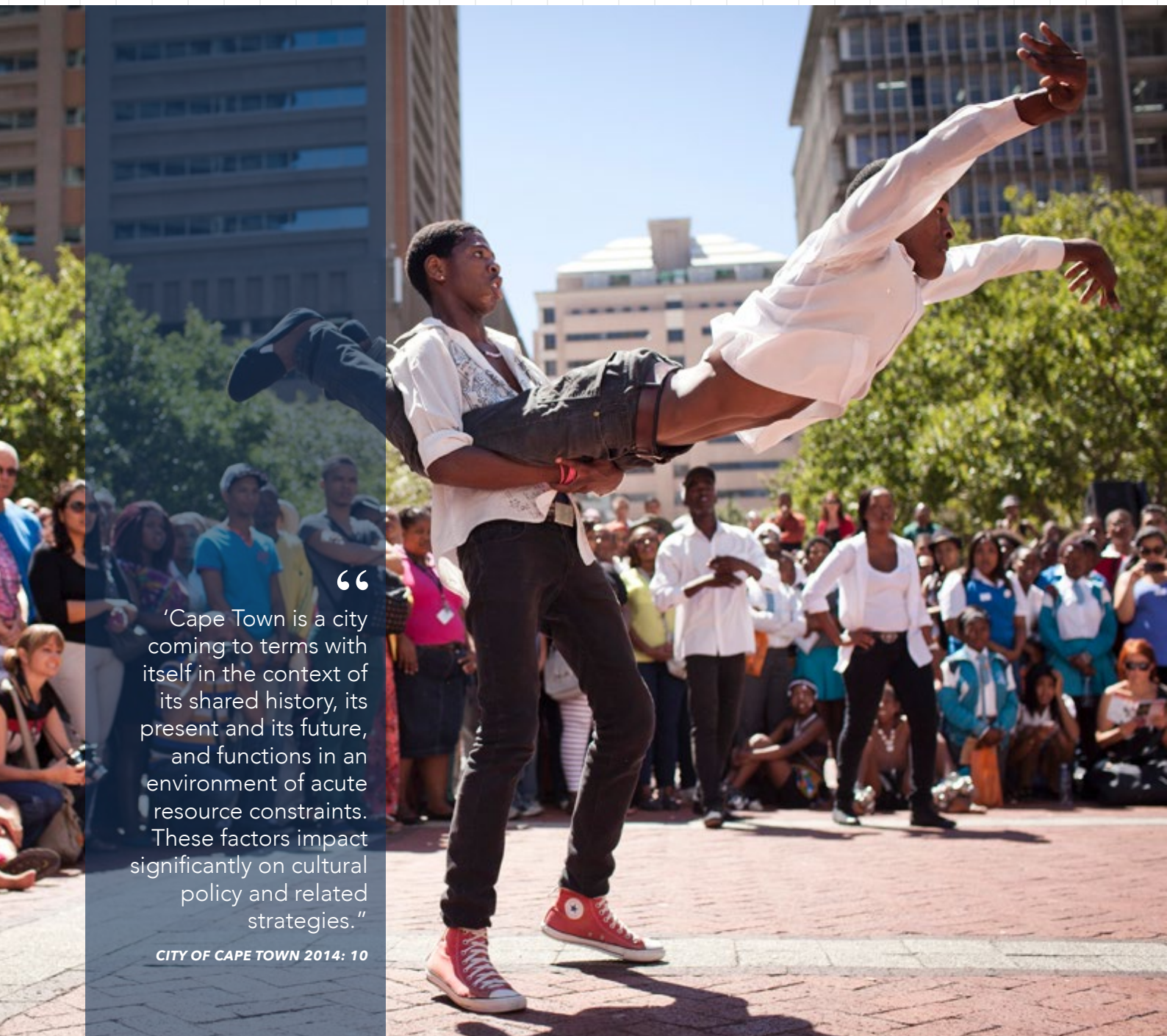
> "'Cape Town is a city coming to terms with itself in the context of its shared history, its present and its future, and functions in an environment of acute resource constraints. These factors impact significantly on cultural policy and related strategies."
>
> *CITY OF CAPE TOWN 2014: 10*

Dance Nation (2014). Thibault Square, Cape Town.
(Credit: Infecting the City, Institute for Creative Arts)

Planning and public finance

> "
> *Culture should shape the technicalities of urban planning rather than be seen as a marginal add-on to be considered once the important planning questions like housing, transport and land-use have been dealt with.*"
>
> **LANDRY, 2000: 7**

Culture is funded in ad hoc ways in the City, with some line items going to the ACB and others appearing in other departmental budgets. This means that decision making on cultural objectives is not always by cultural experts who understand the dimension's multi-faceted nature. There is a need for ACB to collaborate with these delegated departments in the delivery of their cultural objectives.

The **Dunoon project** has been led by the Urban Sustainability Unit (USU) and is the outcome of SDF 2012, additional research conducted in 2015 and 2017. A key objective of the process is the **delivery of approximatively 250 new homes and a set of shared facilities**. Through the uses of a cultural lens the ACB has been tasked to evaluate the data and identify resources, opportunities and spaces to support cultural activities within this planning.

The ACB's involvement in Dunoon developed out of informal relationships with other departments. The relationship with the USU started during the CULPLAN project in Manenberg and Hannover Park during a process led by the Mayoral Urban Regeneration Programme in 2016. Data collected through the CULPLAN process was shared and informed key design elements for the new library that opened to the public in 2019. This led to the contribution of CULPLAN processes to the revision of the SDF developed for Dunoon as an outcome of World Design Capital in 2014. The ACB continues to support the USU in the expansion of Dunoon.

The projects in Manenberg, Hannover Park and Dunoon have made a case within the city for the use of including a cultural lens in three larger projects that will start in the next few months. The new projects will test how multiple departments and directorates can work transversally using data collected from CULPLAN processes. The departments and directorates include:

- Environment and Heritage Management
- Water and Sanitation Department
- Spatial Planning and Environment Directorate
- Community Service and Health Directorate
- ACB

LESSONS

The use of a cultural lens can provide a mechanism that enables efficient transversal working groups and facilitates effective decision making in environments with historically competing priorities. Inserting a cultural lens in urban development projects can support the objectives of ACB, the Social Development and Early Childhood Development Department, as well as deliver on the Infrastructure Investment Framework, the SDF and the Built Environment Performance Plan when establishing the cost of infrastructure investments.

Although the importance of culture has been recognised, cultural budgets are often some of the first to be cut, especially in times of crisis. **Positioning culture strategically can identify tactical ways to contribute to planning and leverage budgets** to ensure that the social well-being of communities are forefront in infrastructure and service delivery.

Politics and political will

The CCT has participated in multiple global networks which provide an opportunity to reflect and learn from other cities. Furthermore, the CCT has had two major opportunities in the cultural sector these included winning the bid to be the World Design Capital in 2014 and secondly, joining the UNESCO Creative Cities Network as a Creative City of Design in 2017. **The visibility gained from participating in global networks and projects does not immediately translate into opportunities in the city nor in the local cultural sector.** The benefits from participating are not easily shared across local networks and limited funding results in the favouring of those already well-resourced and able to self-finance.

Although it has become clear globally that mega events are not always the most effective solution, there are great gains to be made by taking the origins of the creative cities discourse seriously. The Creative City advocates that creativity and culture are important drivers for reimagining a city and the role communities play in shaping its identity and the built environment (Landry, 2012). This necessitates supporting a bottom-up approach to identifying opportunity. Central to the concept is how the cultural sector enables cities to concentrate on what makes them unique and how cultural and creative industries, cultural heritage and cultural infrastructure contribute to economic growth.

The Arts, Culture and Creative Industries Policy developed in 2014 was celebrated as an example of best practice by UCLG's Culture 21 in 2015 in part because it recognises the importance of fostering a more just and accessible city. These policy initiatives are important for identifying a strategic approach to creative city-making that is progressive and responsive. **Political will and transversal support of cultural objectives is crucial to ensure the landing of new ideas or policies that would support a cultural agenda within the city.**

> "
> *In the urban context creativity and innovation need to be seen as a holistic, integrated process covering every aspect of urban life from the economic, political, cultural, environmental and social-multiple innovativeness. Only then can the city deal with the strains and stresses of global transformations and remain efficient and effective."*
>
> **LANDRY 2012**

KEYWORDS

creative cities, innovation, cultural governance

IDP

- **Guiding principles:** Governance reform and Transversal approach

SDG

11 SUSTAINABLE CITIES AND COMMUNITIES

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

LESSONS

Embracing the identity and values linked to global networks has worked well for branding Cape Town globally as a cultural and creative hub, but **more needs to be done to ensure that this identity supports local culture, creativity and innovation for local gains**. Empowering the ACB to lead on cultural decision making and inform cultural governance will ensure that experts are shaping the cultural agenda of the city and ensuring that the needs of residents are being met.

Positioning culture strategically within and beyond cultural and heritage policy can create an enabling environment where creativity and innovation are seen as central not only to the cultural industries, but to urban planning and development.

Recommendations

Although the intrinsic and extrinsic values of culture are broadly recognised, these values need to be defined within a local context, taking the specificities of place into consideration. In order to do this, the following will be helpful:

Revise the cultural policy:
The ACB's reviewing of the cultural policy is an opportune moment to bring a wide range of public, private and civic actors into the conversation of how to best create an enabling environment for cultural vibrancy and socio-ecological wellbeing. This may involve negotiating a new social compact where cultural governance is more distributed than it is currently.

Form research partnerships:
Revision of the policy should take into account evidence-based social, economic and environmental dimensions to cultural thrivability. Aggregate existing and produce new research, particularly in expanding economic arguments to include socio-ecological considerations and identifying existing and potential innovations. Making the most of research MOA's will be greatly beneficial in this regard.

Create strategic coalitions:
To position culture strategically, identify key opportunities in the Integrated Development Plan, paying careful attention to how this can enable transversal working across the City. This work has started in the City and will need to be clearly articulated beyond the ACB.

Institutionalise culture:
Based on identifying convergence across the city, institutionalising culture will involve pinpointing how culture can meet the objectives of various strategies. Crucial to the success of this is collaborating across the City to identify practical opportunities for intervention.

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