



Enabling Cape Town's Dream of Hope

Working together to turn urban planning into a reality

Synthesis of the International Urban Planning Workshop in Cape Town, South Africa, 2022

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maîtrise d'œuvre urbaine

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Les Ateliers is a non-governmental organization that brings together an international network of professionals, scholars and decision-makers in the field of urban development. Focused on the practice of urban management, the association organizes workshops imagined as sources of design and creativity aimed at providing local decision-makers with an international perspective and innovative proposals for their development challenges. Created in 1982, Les Ateliers was originally aimed at students and young professionals. Per the request of local communities, governments and other partners, it has added workshops open to experienced professionals and volunteers since 2005. In France and abroad, these workshops provide local authorities with illustrated and innovative proposals for their strategic territorial and urban development projects. Through the confrontation of different professions and cultures, these workshops also serve to challenge traditional notions of learning models and high-level exchanges.

This synthesis document is the final document prepared within the framework of the international urban planning in Cape Town.

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Find all the documents produced before and during the workshop on the website of Les Ateliers:
ateliers.org/en/workshops/

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An international workshop to bring ideas on Philippi and urban planning processes in Cape Town

Les Ateliers organised a flash international urban planning workshop in Cape Town at the city of Cape Town's request and with assistance from the French Agency for Development (AFD) to address challenges associated with the implementation of the city's Municipal and District Spatial Development Frameworks (MSDF). With a number of obstacles challenging implementation identified, the workshop's major goal was to gather and exchange cutting-edge strategies and international references to assist Cape Town in moving toward a seamless process of putting its ambitious policies into practice.

The workshop focuses on progressing Philippi, one of Cape Town's poorest neighbourhoods into an emerging metropolitan node. Despite the difficulties of socioeconomic disadvantage and environmental fragility, Philippi has a number of assets that can act as catalysts for development, including strategic locational attributes, Philippi Opportunity Area (POA), natural assets, the largest agricultural area in the city, a young and dynamic population, active NGOs/NPOs, and other initiatives.

How can the City of Cape Town improve participatory processes to better respond and support the needs of different actors in the city?

How can Philippi's assets be unlocked to support socio economic opportunities?

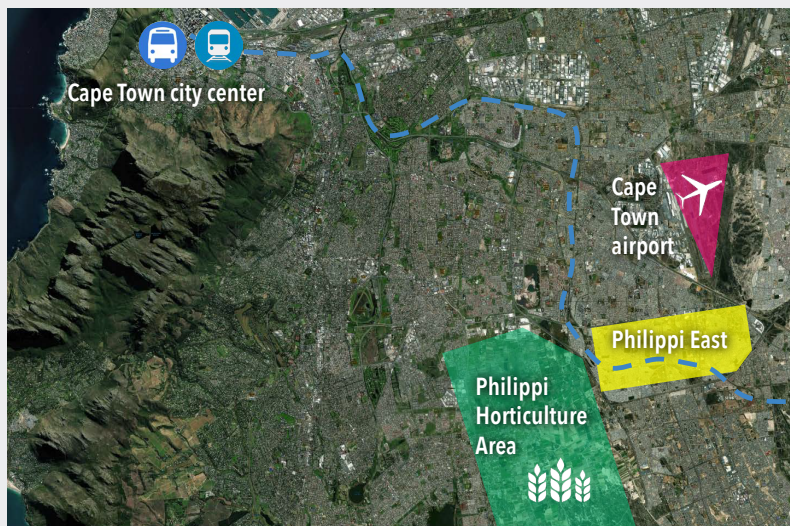
How can Philippi become an experimentation and transformation pilot in the city through innovative implementation processes?

How can residents of Philippi be more aware of government strategies, plans and projects?

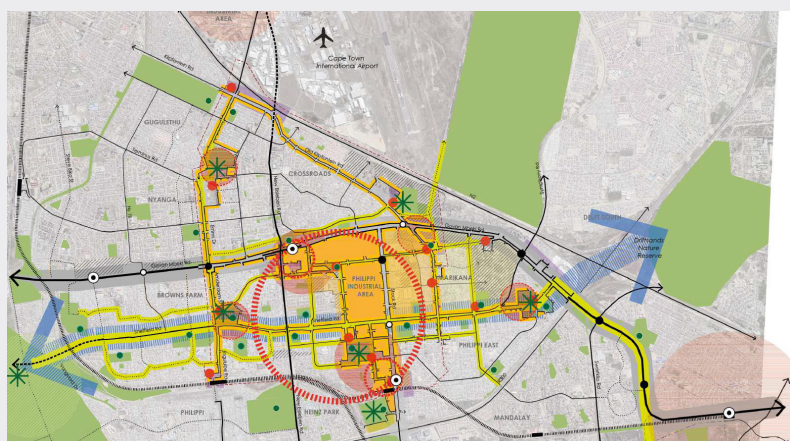
In Philippi, where encroachment is prevalent, how can the city of Cape Town ensure sustainable urban development?



Philippi from issues to assets, as seen by the team Ibis of the workshop



Aerial view of Cape Town, from its city-center near the Table mountain to the Philippi area in the Cape flats



The Philippi Opportunity Area is located in between the Philippi Horticulture Area and the airport.

Cross-cutting recommendations

Teams addressed the numerous challenges through conceptual frameworks that tackled these issues in a systematic manner. **Team Ibis's "urban metabolism"** creates a regeneration process around food production. **Team Health and Hope** places safety at the centre through a "health & hope" systemic approach. Lastly, **Team The Gardeners** focuses on a symbolic "gardening" where initiatives are rooted into the community, nurtured, grown and, lastly, cross-pollinated. All these conceptual frameworks focus on improving project implementation, through localised proposals and bottom-up approaches.

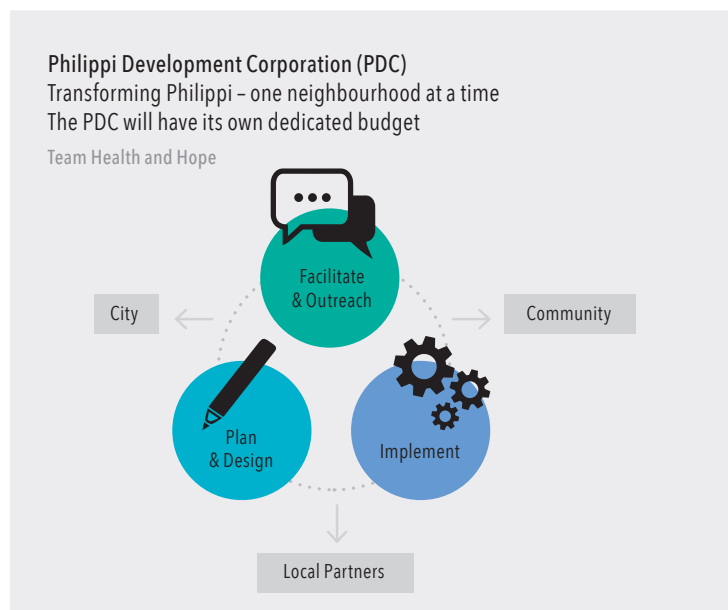
1. Innovative Institutional Frameworks

In order to prevent implementation blockages, all implementation-related agencies must align their programmes and projects through effective collaboration and cross-pollination of ideas. To accelerate the implementation process and break through institutional silos, new institutional frameworks that enable effective collaboration with and within government and can short-cut the "red-tape" are therefore necessary.

The proposed institutional frameworks establish collaborations between academia, civil society, communities, private sector, and government with the objective of aligning planning with social needs and easing project implementation and maintenance. In this regard, teams designed two local agencies, the Philippi Regeneration and Implementation Agency

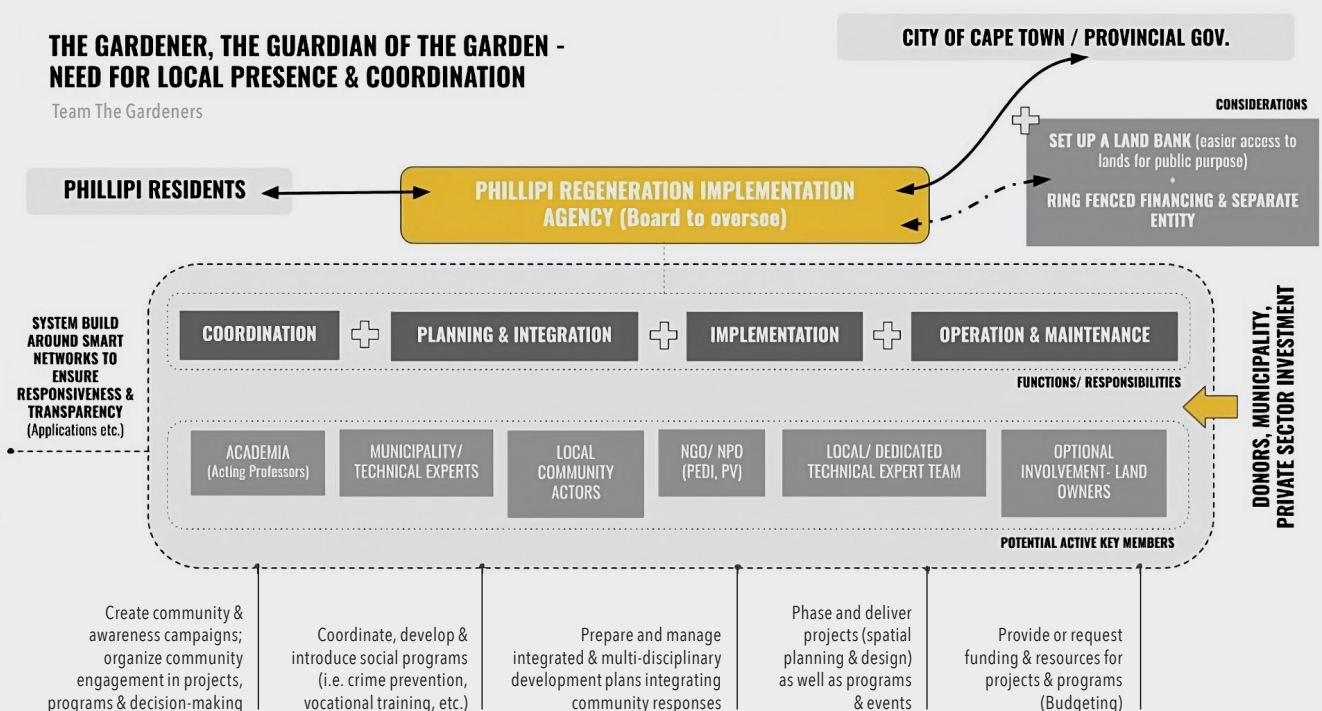
and the Philippi Development Corporation (PDC), and an implementation process ownership map. The local agencies do not aim to take over all the functions of the different city line departments but are a body that can cover all aspects related to planning and implementation to break down the silo functioning of the city's organisational structure. The implementation process ownership map explores a shift towards subsidiarity. In this model, the central authorities serve a subsidiary function, performing only those tasks that cannot be performed at a more local level. For each project, the framework identifies the "owner", partnerships and a policy toolbox for implementation.

Other institutional arrangements include the creation of a government land bank to overcome the asset management issues and a system of cross-sectoral targets (KPIs) for government officials and for line departments to make collaboration compulsory.



THE GARDENER, THE GUARDIAN OF THE GARDEN - NEED FOR LOCAL PRESENCE & COORDINATION

Team The Gardeners



2. Growing communities and preserving the environment

Sustainable urban development must balance socioeconomic development with environmental preservation, moving away from business as usual where economic and urban growth were pursued at the expense of the natural environment. Sustainable agriculture and the circular economy offer opportunities to generate jobs while safeguarding the natural environment and nature-based solutions offer sustainable alternatives for the provision of decentralised and community-managed urban services.

The Food Chain Metabolism model enhances Philippi's socioeconomic conditions, education and environmental preservation. The proposed urban metabolism for Philippi brings in a national research and development centre to improve crop production in the Philippi Horticultural Area (PHA) and increase the potential of circularity to produce compost. This will create more jobs while protecting farmland from further encroachments.

The addition of solar panels to the crops will also make the PHA carbon neutral in terms of energy consumption. The proposed Horticultural Academy will work closely with universities to train people on all levels of agri-businesses, adding extra value to the PHA. At the local level, the community driven catering company and soup kitchen short chain restaurant create opportunities for livelihoods in Philippi and improve food security.

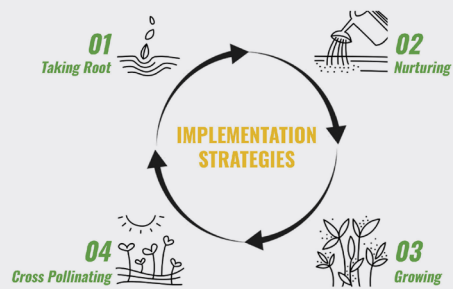
Establishing spaces for community development in close proximity to natural assets can protect this from littering and encroachments and make these spaces safer by keeping them active. A network of water retention and detention ponds identified across Philippi is turned into "wellbeing spaces" and "agritech techpreneur hubs", often coupled with productive hubs. These spaces will offer opportunities for small urban agriculture and productive activities as well as safe open spaces for recreation and for communities to connect with nature. By doing so, they will improve natural assets preservation by turning those neighbours that benefit from these spaces into their custodians.

EMPOWERING PHILIPPI'S URBAN METABOLISM



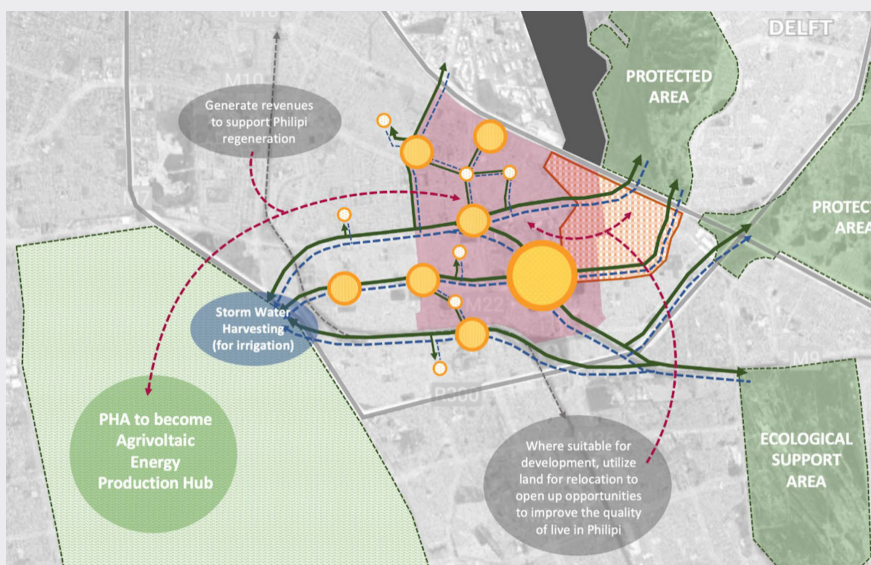
A new urban metabolism between the PHA and Philippi East

Team Ibis



A circular gardening approach

Team The Gardeners



Holistic planning approach, linking opportunities in the area.

Team The Gardeners

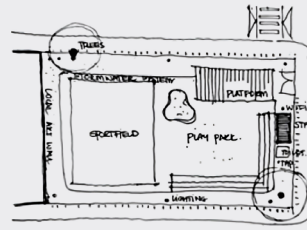
3. Prioritising neighbourhood life before the metropolitan node

The City of Cape Town has tried for decades to turn Philippi into a metropolitan node, a spatial anchor point that serves a broad spectrum of citizens and businesses. However, Philippi is far from that, and the current situation and the multiple failed attempts to establish a metropolitan node indicate that residents' living conditions must be first improved to stabilise the area.

Rather than bringing in large infrastructure projects such as the BRT and businesses to turn Philippi into a destination point in the metropolitan area, teams focused on improving neighbours' everyday life through smaller interventions. These are articulated in networks across Philippi, taking advantage of existing strategic sites such as school premises and water retention ponds. The Agrihub, with its Research & Development Centre and Horticulture Academy, are the only metropolitan scale intervention proposed by the teams, but they are also coupled with smaller local initiatives to improve livelihoods in Philippi.

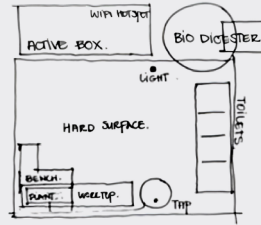
Projects

Multi-purpose stormwater park



- Sports field
- Play park
- Retention pond
- Toilets, taps, light
- Shelter
- Informal trading stalls

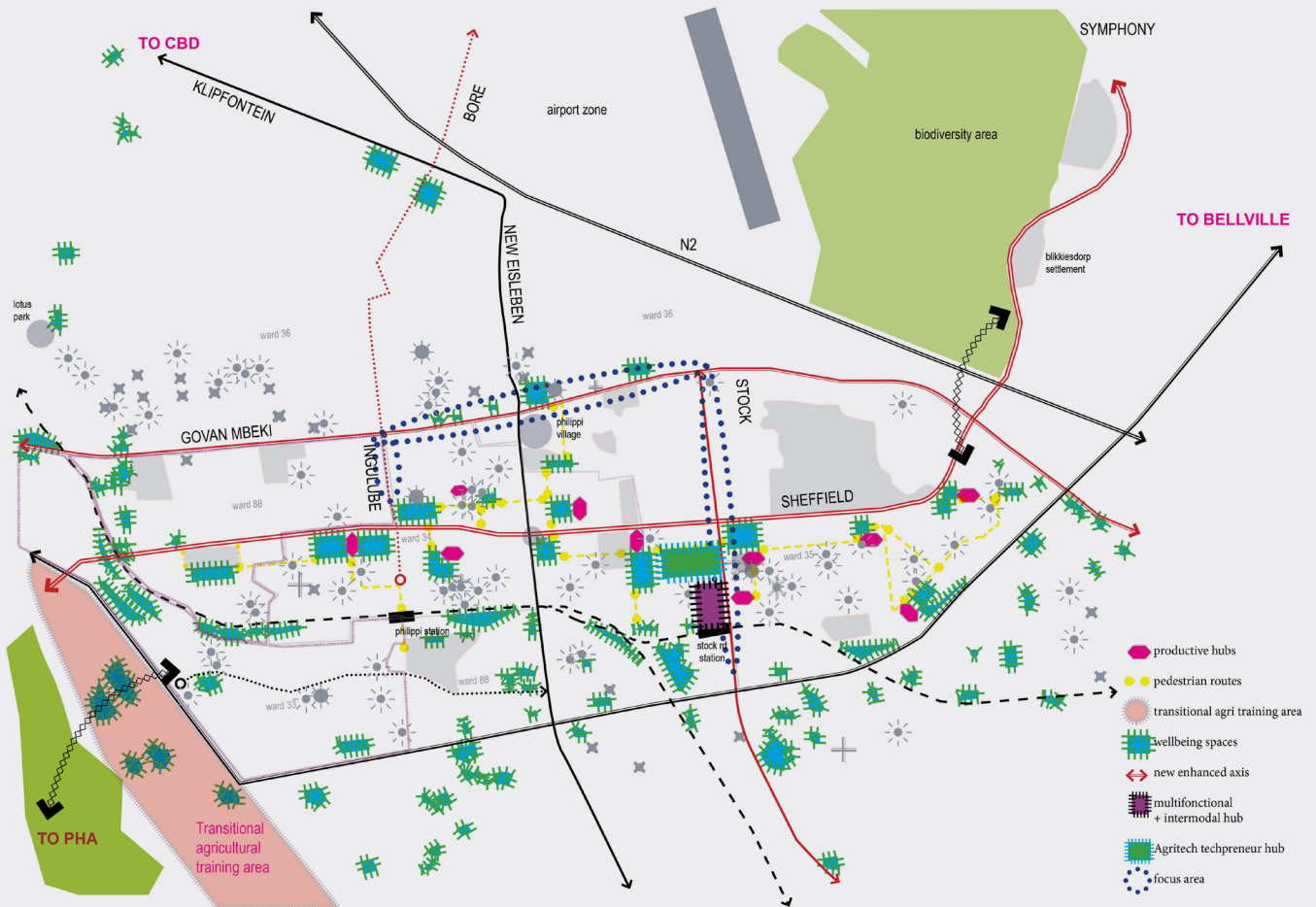
Multi-purpose neighbourhood node



- Toilets, taps, light
- WiFi installation
- Bio digester
- Hard surface
- Landscaping

Local Planning - Examples of planning responding directly to the community needs

Team Health and Hope



Acupuncture network for spatial implementation within the Philippi East area.

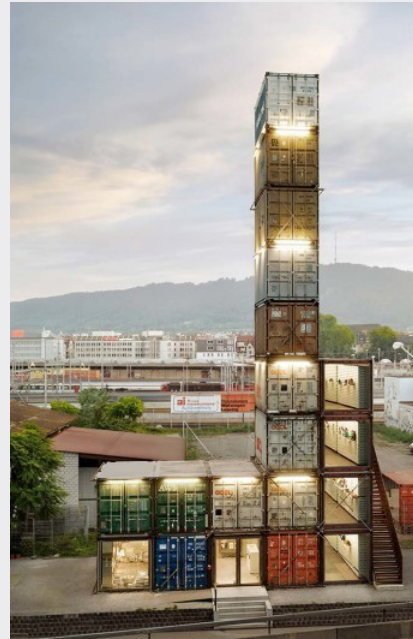
Team Ibis

4. Innovative ways to give a voice to communities

Teams considered developing an environment for dialogue and information sharing that is geared toward fostering trust in both real-world and virtual settings. The proposed institutional frameworks place communities at the centre of decision making. Public participation and communities taking ownership of spaces and facilities in Philippi are common topics across the three projects. Many of these did so through digital technologies.

There is huge potential in digital technologies to cover some resource intensive processes related to urban management and community participation. The Towers of Hope Network is a collection of safe tower hubs for sanitation, laundry and micro-production purposes that can be built with containers, like the Freitag Flagship in Zurich. The program for each Tower of Hope is defined by neighbourhood needs through the local «Hope Network» App, a platform for virtual community engagements designed to forge a connection between the community and implementing agents. The app's other duties include disseminating information about community events and programmes and collaborating with local social actors such as PEDI and Philippi Village to incorporate their initiatives. These technologies may be used to disseminate and manage basic amenities and utilities in a more efficient way but also for resource scarcity management (waste, water, energy...) and environment preservation.

The creation of a *Ons Besluit.ZA | We Decide.ZA | Senza Isigqibo.ZA* digital platform is also suggested as a tool to enable participatory budgets. All these platforms may be one of the leverages to empower local communities.



A landmark in Philippi to symbolize the voice given to the communities? Here the Freitag Flagship in Zurich
Team Ibis

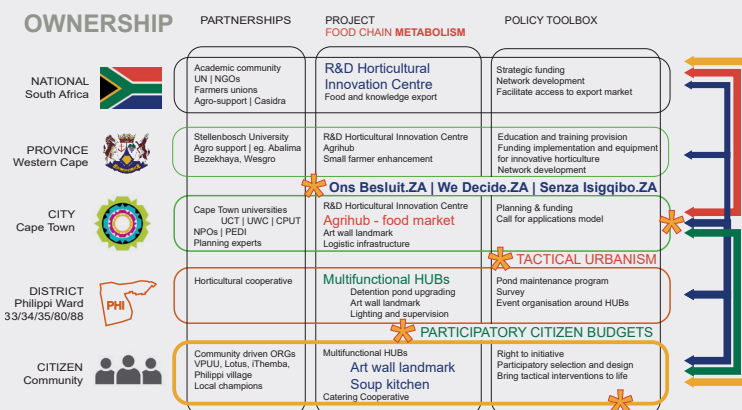


The Hope Network App participates in creating new links and dynamics in the communities of Philippi
Team The Gardeners

Hope Network App

- Collect information and data in order to identify needs of the different peoples - more direct communication between citizens and state
- Share information of local events and programmes
- Partner with existing social actors such as PEDI and Philippi Village to incorporate their facilities and programmes

SUBSIDIARITY* in the IMPLEMENTATION process *Who does what?*



*This is a non-exhaustive pre-design for an implementation process ownership map, aiming to explore a mindshift towards subsidiarity, the principle that a central authority should have a subsidiary function, performing only those tasks which cannot be performed at a more local level.

More subsidiarity in the implementation process: each decision should be taken at the right scale.

Team Ibis

Philippi showing the way of future planning in Cape Town

From addressing institutional frameworks, neighbourhood structures, community initiatives to environmental/ecological issues, participants addressed the goal of the flash workshop. Reflections from the workshop reveal areas the CoCT needs to think about when addressing the issues of policy implementation within Philippi. The question of whether Philippi should be an emerging metropolitan node or just a thriving neighbourhood, however, remains debatable.

Notwithstanding existing interventions, more must be done to support local efforts in order to foster a sense of community.

Recommendation for the City of Cape Town can be grouped under three main areas:

1. Develop policy and institutional frameworks that allow other actors to participate in city-making and set the conditions for innovative and multi-dimensional projects to emerge.

- › Create multi-actor institutional settings, including funding mechanisms, that enable the implementation and operationalisation of cross-departmental and multi-actor projects.
- › Create flexibility within policy frameworks to enable experimentation and unblock quick win projects.

2. Reconsider the nature of Philippi and what should government's priorities be in this area.

- › Prioritise stabilising Philippi as a neighbourhood with a focus on safety, sanitation and socioeconomic development (job creation, attracting external investment into the area) to improve the residents' life and, eventually, to attract and retain external investment.
- › Turn the Philippi Horticultural Area into an agent of economic development, environmental protection and food safety.
- › To complement large infrastructure projects, develop a network of multiple smaller interventions in strategic locations, such as retention ponds and school facilities, that are less expensive, quicker to implement, and can be planned, designed and run by communities
- › Tapping into manpower as an investment

3. Build trust with communities to enable fruitful conversations and build ownership.

- › Directly support small local initiatives within Philippi (including involving the Philippi Art Centre)
- › Invest in community engagement
- › Replicate successful initiatives, such as VPUU's, where the residents are involved in the planning, management and maintenance of local infrastructure
- › Build on successful initiatives, both from government and other actors, to support local efforts in order to foster a sense of community.

KEY MOMENTS

19 October 2022

Online roundtable #1 - Working the legacy of inequalities

26 October 2022

Online roundtable #2 - Philippi, Keys for future

5 November 2022

Site visits in Cape Town and in Philippi with the local actors

6, 7 and 8 November 2022

Teamwork

9 November 2022

Final presentations and jury debate

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The workshop in pictures





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