



THE SEVEN KEYS IN LISBON

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INTRODUCTION.

THE UCLG COMMITTEE ON CULTURE AND THE SEVEN KEYS

The city of Lisbon (Portugal) organised the Seven Keys workshop on 28 of June and 5 of July 2021. The workshop approach designed by the Committee on Culture of United Cities and Local Governments – UCLG for cities, local and regional governments all around the world, seeks to integrate the cultural dimension in the localisation of the Sustainable Development Goals (SDGs).

This process allows to relate the SDGs and the UN Agenda 2030 with the local development challenges faced by a municipality, linking it to their cultural assets, activities and policies with the lens of the Guide for Local Action on Culture in the SDGs (UCLG, 2018). "The Seven Keys" represent concrete commitments local actors make to localise SDGs through culture policymaking based on their specific conditions.

The UCLG Committee on Culture is a unique global platform of more than 830 cities, organisations and networks to cooperate and promote the role of "culture in sustainable cities". Its mission is to "promote culture as the fourth pillar of sustainable development through the international dissemination and the local implementation of Agenda 21 for culture", and to foster and make more explicit the relation between local cultural policies and sustainable development.

CONTEXT.

THE CITY OF LISBON AND ITS ENGAGEMENT WITH THE AGENDA 21 FOR CULTURE¹

Located along the Tagus river estuary and nearby the Atlantic Ocean, in the southwest of Europe, Lisbon, is the capital and the centre of the major urban agglomeration in Portugal. Its irregular topography, from which the designation “city of the 7 hills” originates, occupies 100,05 Km² and has got a resident population of 509,565 (data from 2020). The city is integrated into a larger metropolitan area constituted by a total of 18 municipalities, with an area of 3,015.24 Km² and a population of 2,866,153 inhabitants, which increases even more its mobility flows and population density. Its vast history, with an enormous and very rich cultural legacy, tangible and intangible, its multicultural population, geographical position, mild climate, give to the city of Lisbon a unique symbolic status, dynamism and attractiveness, worldwide recognised, most especially at a European level.

The Municipality’s objective “to affirm Lisbon as a global city”, is based on a strategic vision in which Lisbon presents itself as an “open city, cosmopolitan, creative and intercultural, with an international vocation, that takes culture as a factor of sustainable development, that thinks, creates and shares culture with and for all, in the whole of its territory”. This vision is based on values such as culture as a right, an identity factor, diversity, a vehicle of citizenship and democracy, and the 4th pillar of sustainable development. The Councillor for Culture of the City Council of Lisbon (CML), through the Municipal Direction for Culture and EGEAC, the municipal company responsible for management and organisation of the city’s cultural venues and events, within a collaborative approach, take Culture as a living ecosystem that seeks to respond to the fast city stimuli and changes, in which municipal action is mainly about facilitation in constant dialogue with local stakeholders. Beyond the idea of this ecosystem, the Councillor for Culture Department has been putting into practice the idea of sustainability in a wider sense, notably in light of the principles of the Agenda 21 for Culture adopted by the City Council of Lisbon.

The cultural policies developed by the CML are embedded and committed to the Agenda 21 for Culture, alongside other global agendas, such as the SDGs. As a matter of fact, the city has actively participated in the Pilot Cities European Programme for the implementation of the principles of the Agenda 21, in the period 2015-2017, through a participatory process that resulted in a diagnosis of the state of affairs of the city in relation to the nine commitments² of this Agenda, in which four pilot actions have been identified:

- Governance: study “Strategies for Culture of the city of Lisbon 2017”;

¹ See documents on the city of Lisbon and its cultural sector published in the website of UCLG Committee on Culture (<https://www.agenda21culture.net/our-cities/lisbon>) and of the City Council of Lisbon (<https://www.lisboa.pt/cidade/cultura/estrategia>), notably, respectively, “Lisbon, City Profile, 2016” and “Cultura em Lisboa 2019-2020 – Escutar, Agir e Cruzar” (in Portuguese only).

² Cultural rights; Heritage, diversity and creativity; Culture and education; Culture and environment; Culture and economy; Culture, equality and social inclusion; Culture, urban planning and public space; Culture, information and knowledge; and Governance of culture.

- Culture and education: Emergent Literacy for families – Library of Marvila;
- Culture and economy: Lisbon Culture Shop;
- Culture and environment / Culture and social inclusion / Culture, urban planning and public space: One Square in Each Neighbourhood - Appropriation of new public space through the cultural dimension in Rossio de Palma.

The **Final Report** of this Programme, in its conclusions, considers that the effort put by the city in this process can lead to new renovated projects in regards the long-term involvement with the Agenda, notably highlighting three priorities: the increasing role of culture in the economic development of Lisbon, a reinforced cultural governance mechanism for the city, its artists and its cultural life, and the continuation of its proximity policies involving urbanism, urban space, social inclusion and culture.

In this sense, the actual policies of the city of Lisbon in the cultural area are rooted in the principles of the Agenda 21 for culture, for which it was nominated as “**Leading City**” in its implementation, by the UCLG Committee on Culture. The city of Lisbon plays this way an “ambassador” role for the Agenda 21 for Culture. Additionally, the CML has also played an active role within the governance of UCLG, taking up since November 2018 the co-Presidency of this organisation, represented by its Councillor for Culture, Catarina Vaz-Pinto, alongside the Autonomous City of Buenos Aires and Mexico City.

The organisation of the Seven Keys workshop, the most recent methodology of the UCLG Committee on Culture, follows up on this process, with the objective to contribute to a larger awareness and feed the discussion, in a new context resulting from the Covid-19 pandemic experience, on the relevance of localising the SGDs and the recognition of their cultural dimension.

DEVELOPMENT OF THE SESSION

LOCAL CHALLENGES AND CULTURAL MAPPING

During the Seven Keys workshop, preparation meetings and virtual and telephonic contacts between the organisers, the UCLG Committee on Culture Secretariat, and the team of the Councillor for Culture Department of CML – and the designated expert were carried out to decide the number and typology of participants, and the format, especially taking into consideration the instability and restrictions caused by the Covid-19 pandemic upon the organisation of public events. In the first place, it was decided to invite up to 40 participants in order to gather a diversity of profiles, expertise and intervention areas and ensure good critical mass. Also, the workshop was organised in two sessions, having one week in between, so to allow participants to have a critical stance, allowing them time for reflection and preparation. Finally, the CML team rightly suggested doing the workshop in the open space, proposing the beautiful gardens of the Pimenta Palace, that hosts the City Museum. A guided visit was offered to the participants at the end of the 1st session.

The methodology of the Seven Keys workshop allowed to gather 36 people, coming from different areas of the cultural field, including cultural action, heritage and representatives of diverse venues and initiatives, but also coming from social affairs, relation with citizens and with the parishes, economy and innovation, environment/green areas, urbanism, local development and international relations, from both civil society organisations and the various services and departments of the City Council (see Annex 4 for the list of participants). This process allowed participants to jointly define the challenges faced by the city of Lisbon at the moment and analyse the existing local cultural resources and dynamics, in relation to SDGs. Then, in view of this diagnosis, it enabled the identification of the key cultural actions to respond to local challenges.

The first part of the workshop took place on 28 June 2021. It focused on linking SDGs with the city challenges and the local cultural resources and dynamics. The group discussed and listed the most significant local challenges, identifying their correspondence with the SDGs (see Annex 1). The main issues of concern span: the effects of the actual crisis and the growing economic and social inequalities; the pressure imposed by the mass tourism model in the city and consequent gentrification and complex housing access; and pollution at various levels (sound, air, visual). Moreover, participants identified and indicated that the city needs to promote public spaces beyond economic production and consumption logics; encourage circular and sharing economy; safeguard and promote dynamic in neighbourhoods; acknowledge the new hybrid spaces (residential and work) resulting from the increase of teleworking; rethink the metropolitan role of Lisbon in view of the emergence of new centralities; manage mobility by improving public transport; safeguard natural habitats and promote respect to non-human communities that live in the city, notably including its rich water resources (Tagus river). Finally, some essential

questions were identified regarding citizens and city governance: citizens empowerment and development of effective and consequent participation models; the promotion of active ageing; the reduction of brain drain by increasing the transfer of technology and knowledge from the university to the city, giving a renewed role to youngsters; the value of cultural diversity and the maintenance of local identities (understood as dynamic and in constant construction); cultural democracy and accessibility to cultural production; development of institutional communication strategies in a logic of “accessibility for all” and “design for all”.

As a second exercise, after the break, the group engaged on a city cultural mapping (see Annex 2). The lively discussions recognised diverse resources and assets from Lisbon such as numerous iconic examples of architectonic, material and intangible heritage; cultural and historic spaces; arts and crafts; natural and human heritage (people and artists); cultural operators and venues; learning spaces such as schools and universities; activities and events; and governance models.

Before finishing the 1st session of the workshop, we have jointly revisited the link of every identified city challenge with the SDGs. We have also related the contribution of the many and very diverse cultural resources, as a whole, with the topics, objectives and intervention areas of the SDGs. This way, we have realised that the identified challenges are linked to all SDGs. As a matter of fact, the wide transversal scope of the challenges faced by the city of Lisbon, allow clear linkages to all SDGs. Yet, in what comes to cultural resources mapped, the majority answer, in general, only to a more limited number of SDGs. Nevertheless, some participants expressed that they were able to identify existing specific cultural resources that provide inputs for those SDGs less present in the city cultural landscape.

The second part of the workshop took place on 5 July 2021. We started with a review of the challenges and the cultural mapping developed the week before. Participants had the opportunity to opt for their preferred and most suitable workgroup, while a balanced diversity of profiles, regarding expertise and type of organisations represented, was ensured. The group was then divided into four thematic sub-groups: I-Health, Social Affairs and Education; II – Finance and Economic Development; III- Environment and Utilities; and IV – Governance. The working groups were in charge of defining policies and/or cultural actions capable to contribute to attaining SDGs locally. With the facilitation of the designated expert, each group started by briefly analysing some baseline documents: 1) the “Handout”, in which SDGs are related to potential lines of action with a cultural dimension, for each thematic work area; 2) the “Good practices” document that features several inspiring examples from other cities, taken from UCLG’s [OBS good practice database](#). Right after, each group identified numerous potential actions through a “brainstorming” exercise, which were discussed, fine-tuned and coordinated in view of a joint action proposal that each group presented in plenary. Altogether, the various proposals were analysed, discussed and grouped until the group reached a consensus over 7 actions “The Seven Keys”. At the end, the representatives of each group wrote down the actions agreed in the plenary, and group photos were taken to close and celebrate the output of the session.

THE SEVEN KEYS IN LISBOA

The participants of the workshop proposed a series of cultural actions considered key to localise the SDGs in Lisbon:



ARTISTS IN THE NEIGHBOURHOOD. TO CREATE A PROGRAMME FEATURING RESIDENT ARTISTS IN NEIGHBOURHOODS, PERCEIVED AS CULTURAL MEDIATORS, PROMOTING COMMUNITY INVOLVEMENT AND CO-CREATION PROCESSES.

- **CULTURAL MAPPING** OF ARTISTS, OPERATORS, ORGANISATIONS AND CULTURAL RESOURCES CONDUCTED WITH A PARTICIPATORY APPROACH
 - IDENTIFICATION OF LEADERS AND COMMUNITY INTERLOCUTORS
- **LOCAL FUNDING LINE**
- **PUBLIC SPACES DYNAMISATION PROGRAMME**, ESPECIALLY THOSE NOT TRADITIONALLY ASSOCIATED WITH CULTURAL HAPPENINGS: THE STREETS, CAFES, MARKETS

[SDGS 1,4, 8, 10, 11]



GREEN PLAN. TO MAKE **ORGANISATIONS, INSTITUTIONS AND EVENTS MORE SUSTAINABLE**, PROMOTING LOCAL AND RESPONSIBLE CONSUMPTION.

- **ECOLOGICALLY SUSTAINABLE METHODOLOGIES** TARGETING THE ACTION OF INSTITUTIONS AND ORGANISATIONS, INCLUDING THEIR INTERNAL PRACTICE AND EXTERNAL EVENT PLANNING
- **CULTURAL AND ARTISTIC EVENTS PROMOTING ENVIRONMENTAL AWARENESS**
- **CAPACITY BUILDING FOR OPERATORS**, INCLUDING SPECIFIC PROGRAMMES TARGETING LEADERSHIPS THROUGH REGULAR WORKSHOPS AND OTHER TRAINING ACTIONS
- **LOCAL PRODUCE SEAL**, WHICH CERTIFICATES LOCAL PRODUCTION AND PROMOTES SHORT SUPPLY CIRCUITS, ENVISAGING A MORE RESPONSIBLE CONSUMPTION AND THE FINANCIAL BENEFIT OF SMALL PRODUCERS.

[SDGS 1, 2, 4, 6, 7, 12, 13, 14, 15]



KNOWLEDGE TRANSFER. TO CREATE A **POOL OF YOUNG PROFESSIONALS**, TARGETING THE PUBLIC, PRIVATE AND NON-GOVERNMENTAL SECTORS, THAT MAY PROMOTE THE RENEWAL AND DIVERSIFICATION OF HUMAN RESOURCES, ENSURING EQUAL OPPORTUNITIES.

- IDENTIFICATION AND PROMOTION OF **NEW QUALIFICATIONS AND COMPETENCES**, NOTABLY FROM THE CREATIVE AND CULTURAL SECTOR
- COOPERATION AND PROMOTION OF **PARTNERSHIPS** BETWEEN THE WORLD OF EDUCATION (SCHOOLS AND UNIVERSITIES) AND THE MARKET (COMPANIES AND ORGANISATIONS)
- DEFINITION OF A **SET OF CRITERIA THAT VALUE AND ENSURE DIVERSITY**: DISCIPLINE, LANGUAGE, ETHNIC BACKGROUND, GENDER

[SDGS 1, 5, 8, 9, 10]



MUNICIPAL CULTURAL SPONSORSHIP. TO DEVELOP A **CULTURAL SPONSORSHIP PROGRAMME** AT A MUNICIPAL LEVEL THAT ALLOWS MORE AGILITY AND BENEFITS (IN REGARDS TO THE NATIONAL LEGISLATION).

- CONVERT MUNICIPAL TAXES INTO CULTURAL FUNDING
- DEVELOP PARTNERSHIPS WITH THE PRIVATE SECTOR

[SDGS 8, 9, 11, 17]



INCLUSIVE COMMUNICATION. TO DEVELOP **TARGETED COMMUNICATION PLANS AND CAMPAIGNS**, IN SEVERAL LANGUAGES, TO ENLARGE THE INSTITUTIONS' OUTREACH CAPACITY.

- CHARTER WITH GUIDELINES FOR USER SERVICES THAT RESPECT DIVERSITY, NOTABLY:
 - HEALTH SERVICES TAKING INTO ACCOUNT THE DIVERSE GENDER, ETHNIC AND RELIGIOUS IDENTITIES

[SDGS 3, 4, 5, 10, 11, 16, 17]



LOCAL SHARED NETWORK. TO CREATE A **LOCAL SHARED NETWORK** THAT IDENTIFIES AND ALLOWS TO JOINTLY AND SUSTAINABLY MANAGE THE DIVERSE AVAILABLE LOCAL CULTURAL RESOURCES.

- A **DIGITAL PLATFORM** INTEGRATING SPACES, INFRASTRUCTURES, MATERIALS, INSTITUTIONS, OPERATORS AND KNOW-HOW
- ESTABLISHMENT OF **PARTNERSHIPS** WITH COMPANIES, CIVIL SOCIETY ORGANISATIONS AND EDUCATIONAL ESTABLISHMENTS

[SDGS 9, 11, 12, 13]



COMMUNITY ASSEMBLIES. TO CREATE **COMMUNITY ASSEMBLIES**, AT A NEIGHBOURHOOD LEVEL, WITH THE INTENTION TO PROMOTE THE EMPOWERMENT AND PARTICIPATION OF CITIZENS IN THE CITY GOVERNANCE.

- CAPACITY BUILDING FOR GOVERNANCE: EDUCATIONAL SERVICES FOR CITIZENSHIP

[SDGS 4, 11, 16, 17]



CREDITS

ORGANISATION

UCLG – United Cities and Local Governments: United Cities and Local Governments is the global network which represents and defends the interests of local governments on the world stage. Headquartered in Barcelona, the mission of UCLG is “to be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community”. Since its creation in May 2004 as an inheritor of the century-old International Municipal Movement, more than 240,000 towns, cities, regions and metropolises, and more than 175 local and regional government associations have joined this global network.

UCLG Committee on Culture: UCLG Committee on Culture is a unique global platform of more than 830 cities, organisations and networks to cooperate and promote the role of “Culture in Sustainable Cities”. The mission of the UCLG Committee on Culture is “to promote culture as the fourth pillar of sustainable development through the international dissemination and the local implementation of Agenda 21 for Culture”.

Lisbon City Council: Lisbon is the capital of Portugal, positioned within a larger metropolitan area with over 2,866,153 inhabitants, recognised by its history and vast cultural heritage, its geographical location in the southwest of Europe by the Atlantic Ocean, its pleasant climate, cosmopolitanism and dynamic cultural life. Lisbon has adopted in 2015 the Agenda 21 for Culture, through the Pilot-Cities Programme, being nominated as Leading-City title due to its pioneer work at the cultural level.

The facilitator: Cristina Farinha is an independent researcher and expert specialised in culture and the creative economy, most notably in the fields of cultural policy and strategy, mapping and diagnosis of cultural resources, conception, implementation and evaluation of funding and support programmes and projects, cooperation, networks and mobility, and international cultural relations.

ANNEX 1: LOCAL CHALLENGES

The participants of the workshop identified the following main actual challenges of the city of Lisbon regarding its sustainable development and have established their respective potential links to the SDGs:

Current crisis and increase of social and economic gap/inequalities > **SDGs 1, 2, 5, 8, 10**

Mass tourism pressure and resulting gentrification > **SDGs 1, 2, 10**

Pollution - sound, air, visual > **SDGs 6, 7, 13, 14, 15**

Promotion of public spaces beyond economic production and consumption logics > **SDGs 3, 8**

Safeguarding and dynamisation of neighbourhoods and acknowledgement of the new hybrid spaces in between residential and work areas (resulting from the increase of teleworking) > **SDGs 11**

Promotion of shared consumption / circular economy > **SDGs 7, 8, 12**

New centralities and rethinking the city's metropolitan vocation > **SDGs 11, 17**

Mobility management and promotion of public transportation > **SDGs 7, 9**

Safeguarding of natural habitats and respect for non-human communities that live in the city, notably the management of the water resources (Tagus river) > **SDGs 6, 13, 14, 15**

Empowerment and effective and consequent participation of citizens in the city governance > **SDGs 4, 11, 16**

Aging population and promotion of active ageing (volunteering) > **SDGs 11**

Brain drain reduction, ensuring the transfer of knowledge and technology from the university to the city, and fostering the role of youngsters > **SDGs 9, 11**

Appreciation of cultural diversity and local identities (which are in permanent construction) > **SDGs 4, 10, 11**

Cultural democracy and access to cultural production > **SDGs 4, 9, 10, 11**

Development of institutional communication in a logic of accessibility for all and design for all > **SDGs 5, 10, 16**

ANNEX 2: CULTURAL MAPPING

The participants of the workshop identified the following cultural resources and dynamics from the city of Lisbon.

HISTORIC BUILDINGS, ARCHITECTURE AND MEANS OF TRANSPORT

- Museums
- Monuments
- Archaeological sites
- Patios
- Old industrial neighbourhoods
- Bridges
- Markets
- Cemeteries
- Trams
- Lifts
- “Faluas” (Tagus river traditional boats)

IMATERIAL HERITAGE

- History: 25 of April, fascismo resistance
- Gastronomy: “pastel de nata” (cream custard tarts)
- Fado
- Literature and literary heritage
- Toponymy

ARTS AND CRAFTS

- Handicrafts workshops
- “Azulejo” (tiles)
- “Calçada Portuguesa” (traditional cobblestone sidewalks)

HISTORIC AND CULTURAL SPACES

- Historical spaces: Carmo Square, Terreiro do Paço
- Cafes and ancient shops
- Traditional shops, neighbourhood shops, markets, “Feira da Ladra” (local flea market)
- Neighbourhoods
- Restaurants

NATURAL HERITAGE AND SPACES

- Topography, geography: panoramic viewpoints
- Monsanto Forrest, river Tagus, gardens

HUMAN HERITAGE

- Residents, migrant communities, cultural diversity, cosmopolitanism
- Students
- Alternative/Independent scene
- Artists

CULTURAL OPERATORS AND VENUES

- Civil society organisations
- Foundations
- Artistic and creation structures
- Publishers: records, books
- Cultural networks
- Theatres, cinemas, galleries, amphitheatres, stadiums, libraries and resource centres, multifunctional venues
- Laboratories and creative hubs
- Night spaces “clubbing”
- Day centres

LEARNING SPACES

- Artistic schools
- Research and development labs
- Universities

ACTIVITIES AND EVENTS

- Sports: football stadiums, local associations
- Cultural and religious manifestations: Christmas circus, concerts, mega events, festivals
- Urban art

GOVERNANCE

- Participatory budgeting
- Schools participatory budgeting

ANNEX 3. SPOTTING THE GAPS

THE LOCAL CHALLENGES AND THE CULTURAL RESOURCES IN RELATION TO SDGS



■ Link of every identified local challenge with the SDGs
 ■ General link of identified cultural resources with the SDGs

ANNEX 4: LIST OF PARTICIPANTS

PARTICIPANTS

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Lu.ca – Teatro Luis de Camões, EGEAC
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