



THE SEVEN KEYS IN PUERTO DE LA CRUZ

INTRODUCTION: THE UCLG COMMITTEE ON CULTURE AND THE SEVEN KEYS

The city of Puerto de la Cruz (Tenerife, España) was the host of a **Seven Keys** workshop on 8 and 22 April 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).

The process works with 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 localize SDGs through culture policymaking based on their specific conditions.

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 TOWN AND ITS MAIN CHALLENGES

Located in the north of the island of Tenerife, Puerto de la Cruz is the smallest municipality in the Canary Islands (Spain), spanning just 8.9 square kilometers, with a population of 30,000 and an important cultural legacy tying together its past, present and future, which coexists throughout the year with a floating population of visitors.

Thanks to its exceptional climate and landscape, the small coastal town has undergone significant development since the 1960s, setting a benchmark in terms of tourism at international level. Today it is an open town, distinguished by the many different cultures and nationalities that live side by side, since more than a quarter of its inhabitants were born in another country.

Puerto de la Cruz Town Council, together with different citizen groups, is currently in a process of reflection on the role of culture in local development, with an approach based on creating an active cultural ecosystem. The reappraisal proposes an evolution of the cultural model based on the creation of knowledge, connectedness and inclusion of people, and participation and action throughout the culture value chain. This new vision identifies different ways of developing methodologies for the strategic planning of culture, accompanied in its design and development by other entities such as the Department of Innovation of Turismo de Tenerife and the Canary Islands Institute for Cultural Development (ICDC for its abbreviation in Spanish) of the Government of the Canary Islands. The ultimate goal is social development and a re-evaluation of the town as a place rich in identity, cohesion and well-being.

After a phase based on analysing the work undertaken in recent years, the Culture Department of the Town Council is seeking to adjust to new forms of management and contemporary currents of thought to develop the municipality's cultural policies in a way that contributes to making Puerto de la Cruz a fairer, more sustainable and more participatory place.

In this context, the Seven Keys workshop was organised in tandem with other participatory processes on culture in 2020 and 2021 (for more information, read the document Specifications for a Cultural Ecosystem in Puerto de la Cruz), in order to help foster the revision and updating of local cultural policies. The methodology of the Seven Keys workshop brought together around 30 people from the cultural and heritage sectors, as well as from social, economic and tourism, and environmental and urban planning fields, both from civil society as well as specialists and politicians from different areas of the Town Council (see Annex 2 for a complete list of participants). The process allowed participants to jointly define the challenges facing Puerto de la Cruz, to examine local cultural policies and actions in reference to the SDGs, and, above all, to define key cultural actions in order to respond to these local challenges.

DEVELOPMENT OF THE SESSION

Antoine Guibert, UCLG's Committee on Culture expert and the workshop facilitator, made an initial visit to Puerto de la Cruz on 25 March, 2021, to present the workshop's methodology to the officers and policy managers of the Town Council's different services. Marco Antonio González Mesa, mayor of Puerto de la Cruz, introduced the session and participated throughout the workshop. During this initial stage, visits were made to some of the town's cultural facilities: the Tomás de Iriarte Municipal Public Library, the Puerto de la Cruz Public Music School and the Archaeological Museum of Puerto de la Cruz, as well as to the public art works created in the town's historic quarter.

The first part of the workshop took place on 8 April, 2021, aiming to link the SDGs with local challenges as well as with local cultural actions and policies. After a presentation of the SDGs, participants gathered in groups to determine, as an initial exercise, the municipality's main challenges and identify which SDGs correspond with them. As a second exercise, a 'cultural mapping' of the city was carried out, highlighting the significant number of actions, activities, celebrations, festivals, landmarks and tangible and intangible heritage present in the city. These cultural aspects were then matched with the SDGs to which they contribute. In the same vein, participants identified the number of times an SDG coincided with local challenges – thus allowing the most relevant SDGs in the local context to be determined – as well as how many times an SDG corresponded with the identified cultural elements – thus determining which SDGs are most applicable in a local sense according to cultural actions as well as identifying where cultural actions and local needs converge (see Annex 1 for a list of local challenges, cultural mapping and this matrix).

Workshop participants identified various important local challenges, among others the need for a structural revision of the city's tourism model, aimed at attracting more aware visitors and developing new models in the sector leading to transformation or diversification. In this sense, and among other challenges, they stressed the need to diversify the economic model, as well as to create social balance and greater social inclusion, to develop energy reforms and environmental transition, to promote citizen participation, and to remodel the city in order to improve people's standard of living and community life.

The second part of the workshop was held on April 22, 2021. This session began with a presentation of inspiring examples from other cities with similar backgrounds to that of Puerto de la Cruz, according to the UCLG [OBS Database of Good Practices](#). Based on the previous results, four working groups were established, comprised of participants from public and civil society spheres, with the aim of defining cultural policies or actions that could be adopted at the local level to help achieve the SDGs. Each group was able to debate, exchange and develop proposals for actions, which were presented to all participants in a plenary session, discussed and agreed upon, and grouped into six major Key Actions. Participants finally proceeded to define each of these six actions in a creative manner using precise and explicit words, sometimes with drawings, to express key ideas and messages.

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To identify SDGs, workshop participants proposed a series of key cultural actions, which were agreed upon and collated in the case of Puerto de la Cruz in Six Keys ¹:



CIRCULAR TOURISM. A SUSTAINABLE AND CROSS-CUTTING TOURISM STRATEGY.

- TO DEVELOP A NEW TOURISM MODEL BASED ON LOCAL IDENTITY AND GASTRONOMY
- TO CREATE A CIRCULAR ECONOMY MODEL BASED ON QUALITY TOURISM RELATED TO CULTURE AND LOCAL IDENTITY.

[SDGS 8, 11, 12]



CULTURAL CONNECTIVITY. DEVELOPING CULTURAL AND CREATIVE INDUSTRIES IN A CROSS-CUTTING AND SUSTAINABLE WAY.

- TO EMPOWER THE CULTURAL AND HERITAGE SECTOR WITH ADVICE AND TRAINING FOR THOSE INVOLVED, WITH A SOCIAL APPROACH
- TO ESTABLISH A PUBLIC-PRIVATE FRAMEWORK FOR FINANCING THE SECTOR, LINKED TO GOVERNANCE.

[SDGS 4, 8, 9, 11]



COMMON VISION. PARTICIPATORY, CROSS-CUTTING GOVERNANCE.

- TO ADOPT A CHARTER FOR CULTURAL COOPERATION AND A COUNCIL, PLATFORM, OR BODY FOR PARTICIPATION IN CULTURE TO DEFINE CULTURE FROM A LOCAL PERSPECTIVE AND INVOLVE ALL GROUPS AND SECTORS IN A CROSS-CUTTING COMMITMENT
- TO STRENGTHEN CULTURAL MAPPING IN ORDER TO PROMOTE CROSS-SECTORAL WORK AND MAP OTHER ACTORS (SECTORS, SPACES, GROUPS).

[SDGS 11, 16, 17]



GREEN CULTURE. GREEN QUOTA PROGRAMME IN CULTURE AND ENVIRONMENT 'LOCAL CULTURE - ZERO FOOTPRINT'.

- TO ADOPT A STRATEGY BASED ON THE CULTURE OF WATER (TERRESTRIAL AND MARINE)
- 'OUR BOTANICAL GARDEN': TO PROMOTE THE BOTANICAL GARDEN AS A PLATFORM AND LABORATORY FOR CULTURE AND ENVIRONMENT, AND ART AND CREATION.
- TO DEVELOP A 'GREEN PROGRAMME' AT EACH CULTURAL EVENT.

[SDGS 6, 13, 14, 15]



ULIVING CULTURE. A PROGRAMME OF CULTURE, CITIZEN PARTICIPATION AND SOCIAL INCLUSION (TO LEAVE NO ONE AND NO TERRITORY BEHIND).

- TO CREATE NETWORKS OR PLATFORMS OF CITIZEN MEDIATORS FOR CULTURAL DIVERSITY (BOTH IN THE DESIGN AND IMPLEMENTATION OF PROJECTS), SUCH AS THROUGH AN INTERCULTURAL WEEK
- TO MOBILISE CULTURE AS AN ENGINE OF SOCIAL INCLUSION AND TO RECOVER COMMUNITY SPACES FOR CULTURE AND SOCIAL INTEGRATION, ESPECIALLY IN NEIGHBOURHOODS
- TO WORK WITH COLLECTIVES WITH FUNCTIONAL DIVERSITY AS ACTIVE AGENTS OF CULTURE
- TO CARRY OUT PROJECTS TRAINING YOUNG PEOPLE (AND CITIZENS) AS GUIDES/MEDIATORS/CULTURAL AGENTS
- TO ADOPT A CROSS-CUTTING APPROACH TO GENDER IN ALL POLICIES AND PROJECTS

[SDGS 1, 3, 4, 5, 10, 11]



COMMUNICATING CULTURE. ENHANCING CAMPAIGNS AND COMMUNICATION STRATEGIES.

- TO IMPROVE COMMUNICATION CAMPAIGNS BOTH INTERNALLY AND ACROSS SECTORS TO FACILITATE COOPERATION.

[SDGS 4, 16, 17]

¹ The Seven Keys methodology is adjusted to each territory and local context, and allows for adaptation in terms of the number of key actions set out in each territory. In the case of Puerto de la Cruz, following the presentation made by each team and by way of summary, six key actions were established, leaving the seventh proposal undefined.



CREDITS

THE ORGANISERS

United Cities and Local Governments – UCLG: United Cities and Local Governments - UCLG 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”.

Puerto de la Cruz Town Council: Puerto de la Cruz is a municipality in Tenerife with more than 33,000 inhabitants, renowned for the dynamism of its cultural life, traditions and heritage, landscapes, coastline and quality of life. Puerto de la Cruz is one of the first municipalities in the Canary Islands to adhere to the Agenda 21 for culture and is recognised as a pioneer in the implementation of local cultural strategies focused on citizenship and sustainable development.

The facilitator: Antoine Guibert is a consultant on culture and sustainable development and a UCLG Committee on Culture expert on the Agenda 21 for culture.

ANNEX 1: LOCAL CHALLENGES

Workshop participants identified the following factors as the main challenges facing their town in terms of development:

- Determining and agreeing on the **signs of identity** to be developed
- General maintenance of **infrastructures**, with extensive monitoring of actions
- **Cleaning**: involvement of citizens and businesses; communicating the actions that are developed through public services; integrating public space as an extension of people's lives (streets, buildings, networks, sea) ('Being part of something')
- **Waste management**: in relation to all types of waste, the impact of tourism, and necessary public awareness (through education)
- Combating (structural) **unemployment** among young people and those under 45, identifying potential, and adapting employment and training policies
- **Diversifying the economic model**: enhancing balance and synergies between culture, heritage, environmental conservation and tourism
- **Social balance, equality and circular economy**
- **Energy transition**
- **Sustainable urban mobility**: less pollution, more free space, and a better relationship with the land
- **Education**, as a way to reinforce identity
- **Cultural infrastructures**
- Redesigning the **tourism paradigm** and diversifying the economic model
- **Reshaping the city** to improve people's living standards and community life
- Implementing strategies to encourage **citizen participation**
- Improving **communication** (internal, between administrative and political/technical departments)
- Incorporating a **gender-based** approach in all municipal policies
- Consolidating the relationship between **culture and tourism** and encouraging them to 'infiltrate'
- **Legal framework** (street entertainment law)
- **Inclusion** (neighbourhoods, diversity, equality)
- **Identity**: roots and new growth (future)
- **New visitors** looking for an ethical and sustainable destination (contributing to the destination)
- **Value generation** in the city.

CULTURAL MAPPING

Workshop participants identified the following factors and aspects as 'cultural' (in a broad sense) in the territory of Puerto de la Cruz:

- LIBRARY
- MUSEUM OF THE FISHERMAN'S ASSOCIATION
- MUSEUM OF SACRED ART
- INSTITUTE OF HISPANIC STUDIES
- EDUARDO WESTERDAHL MUSEUM OF CONTEMPORARY ART (MACEW)
- ARCHAEOLOGICAL MUSEUM
- YOUTH CENTRE
- LAGO MARTÍANEZ
- SAN FELIPE CASTLE
- MUSIC SCHOOL
- PUERTO STREET ART
- GOAT BATHING
- SNAKE KILLING DANCE
- FISHING
- CARNIVALS
- UNIVERSIDAD POPULAR MUSIC SCHOOL
- BACH FESTIVAL OF EARLY AND BAROQUE MUSIC
- PERIPLO
- MUECA FESTIVAL
- JULY FESTIVITIES
- RITMOS HANDMADE
- AGATHA CHRISTIE FESTIVAL
- JAZZ CANARIAS
- SAN ANDRÉS FESTIVITIES
- SAN JUAN FESTIVITIES
- MASCARITA PONTE EL TACÓN
- ILLUSTRIOUS FIGURES: AGUSTÍN ÁLVAREZ RIXO, TOMÁS DE IRIARTE, AGUSTÍN DE BETANCOURT, AGUSTÍN ESPINOSA, CÉSAR MANRIQUE
- HISTORICAL CEMETERY
- TRADITIONAL ARCHITECTURE
- HOTEL TAORO
- IEHC
- DECORATING THE WATER FOUNTAINS
- PUERTO CRUZ IN BLOOM
- BOTANICAL GARDEN
- PLAYA JARDÍN
- HERMITAGES AND CHURCHES
- HISTORICAL QUARTER
- SITIO LITRE GARDENS
- QUAY AND LIGHTHOUSE
- CUSTOMS HOUSE
- BAVARIAN WEEK
- HOLY WEEK
- HISTORICAL SITES
- PHE FESTIVAL
- LA RANILLA
- FEAST OF THE CROSS
- PLAZA DEL CHARCO
- REYES BARTLET CHOIR
- SALA TIMANFAYA
- CHIMISAY CINEMA
- CHERCHA ENGLISH CEMETERY

IDENTIFYING POINTS OF CONVERGENCE

LOCAL CHALLENGES AND LOCAL CULTURE IN REGARD TO THE SDGS



OBSERVATIONS AND RECOMMENDATIONS

- The importance of the social challenges facing Puerto de la Cruz was underlined by participants and the SDGs of a more social nature (SDGs 1, 2 and 10) stood out significantly, particularly SDG 10 in relation to inequalities. On the other hand, it is worth mentioning that few of the cultural actions that were identified coincided with these SDGs, which seems to point to insufficient consideration of these aspects in local cultural actions. To this effect, the participants proposed important actions related to culture, citizen participation and social inclusion that could respond to this need.
- Economic SDGs (SDGs 8 and 9) also featured prominently in relation to many local challenges. To address a high number of cultural actions focused on achieving these SDGs, the participants proposed a series of cultural actions to strengthen the relationship between culture and economy, especially in the field of tourism and cultural and creative industries, which offers significant potential to renew the economic model of Puerto de la Cruz, particularly in the current situation and in view of the need to revive the economy in the wake of the COVID-19 pandemic.
- SDG 3 (health and well-being), 4 (education), 5 (gender equality) were related to a significant number of challenges and local cultural actions, and would be worthy of special attention from the town council.
- On the other hand, it should be noted that, in general, fewer local challenges and cultural actions corresponded with environmental SDGs, which may underline a need to raise awareness on such issues, as well as the need to act more resolutely in this regard. The proposed approach to a green culture could be particularly important to tackle the current environmental challenges that are unavoidable in any local community.
- Finally, SDG 11 (sustainable cities and communities), 16 (institutions) and 17 (partnerships) were the subject of debate and exchanges among participants, and gave rise to proposals on governance, which are important in the local context as a pillar to enhance and coordinate all the proposed actions.

ANNEX 2: LIST OF PARTICIPANTS

Tomás Afonso González, cultural manager, Government of Tenerife

Claudia Asensi, environmental officer

Sandra Bacallado, lawyer, Women's Department, Puerto de la Cruz Town Council

María José Baute, manager of Tarajal Cooperative, cleaning concessionaire of Puerto de la Cruz Town Council

Jairo Cano Barrera, social worker, Puerto de la Cruz Town Council

Jaime Coello, technical specialist, Fundación Telesforo Bravo

Javier Figueroa Jiménez de la Espada, designer, Orbital company

Sonia García Fariña, Association of Women Business Owners/member of Comando Periplo platform

Moisés García Mesa, chief of service, Aqualia, water management company in Puerto de la Cruz

Eduardo García Rojas, cultural journalist

Fermín García, manager of the Urban Rehabilitation Consortium of Puerto de la Cruz

Diego Gómez Cejas, local development agent, Puerto de la Cruz Town Council

Manu Guedes, digital consultant

Nuria Hernández Abrante, coordinator of the Asmipuerto project

David Hernández Rodríguez, town planning and environment councillor, Puerto de la Cruz Town Council

Juana Hernández Suárez, Archaeological Museum of Puerto de la Cruz

Jesús Izquierdo Morales, director of the Puerto de la Cruz Music School

Lilia Martín, director of the Youth Department of Puerto de la Cruz Town Council

César Martín, cultural management company

Terry Mederos, Innovation Department of Turismo de Tenerife

Marco Mesa González, mayor of Puerto de la Cruz

Helvia Pérez, digital consultant

Josefa Reina López, Partido Popular councillor

Alfredo Reyes, director of the Botanical Garden

Carolina Rodríguez Díaz, councillor for Institutional Relations, Equality, Tourism Development and Economic Progress

Rodolfo Rodríguez González, regional environmental representative of the Red Cross

Sandra Rodríguez González, Coalición Canaria councillor

José Manuel Santos Rodríguez, head of the Sustainability Division of the IES Telesforo Bravo school

Dimas Yanes, environmental officer, Puerto de la Cruz Town Council

Emilio Zamora, manager of Lago Martiánez, Puerto de la Cruz Town Council

* For establishing synergies, if you would like to contact the people who participated, you can request to do so by sending an email to: cultura@puertodelacruz.es



WORKSHOP THE SEVEN KEYS



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